

MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT

2023/2024



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PART I-FINANCIAL PERFORMANCE INFORMATION

1. PURPOSE OF THE REPORT

The purpose of this report is to comply with Local Government Municipal Finance Management Act No. 56 of 2003. In terms of Section 71 of Municipal Finance Management Act, 56 of 2003, the Municipal Manager, as Accounting Officer, is required to submit a report in a prescribed format to the Mayor within ten working days after the end of each month.

The Mayor is then required, in terms of Section 52 (d) of the Municipal Finance Management Act, 56 of 2003, to submit a report to Municipal Council on the implementation of the annual budget and the financial state of affair of the municipality within 30 days after the end of the quarter.

The above mentions in-year reports must be in the prescribed format, as determined by Regulation 28 of the Municipal Budget and Reporting Regulations promulgated in 2009. Therefore, the purpose of this report is to comply with the prescripts of the Municipal Finance Management Act, 56 of 2003-Section 52 (d)] and the Municipal Budget and Reporting Regulations, Regulation 28.

The purpose thereon is to report on the financial state of affairs of the municipality for the 1st half of the financial year and also to assess whether an adjustment budget is necessary and recommend revised projection for revenue and expenditure in terms of Section 72 of the Municipal Finance Management Act No. 56 of 2003.

2. EXECUTIVE SUMMARY

The 2023/2024 annual budget of the municipality has been prepared in accordance with the Municipal Finance Management Act No. 56 of 2003, Municipal Budget and Reporting Regulations and Municipal Finance Management Act No. 56 Budget Circulars issued by National Treasury.

In this regard, council has approved revenue budget of R 658.5 million and expenditure budget is R 658.5 million inclusive of the non-cash items which will discussed in the later part of the report. Post adoption of the annual budget by the municipal council, budget documents together with the relevant supporting documentation were sent to the relevant stakeholders.

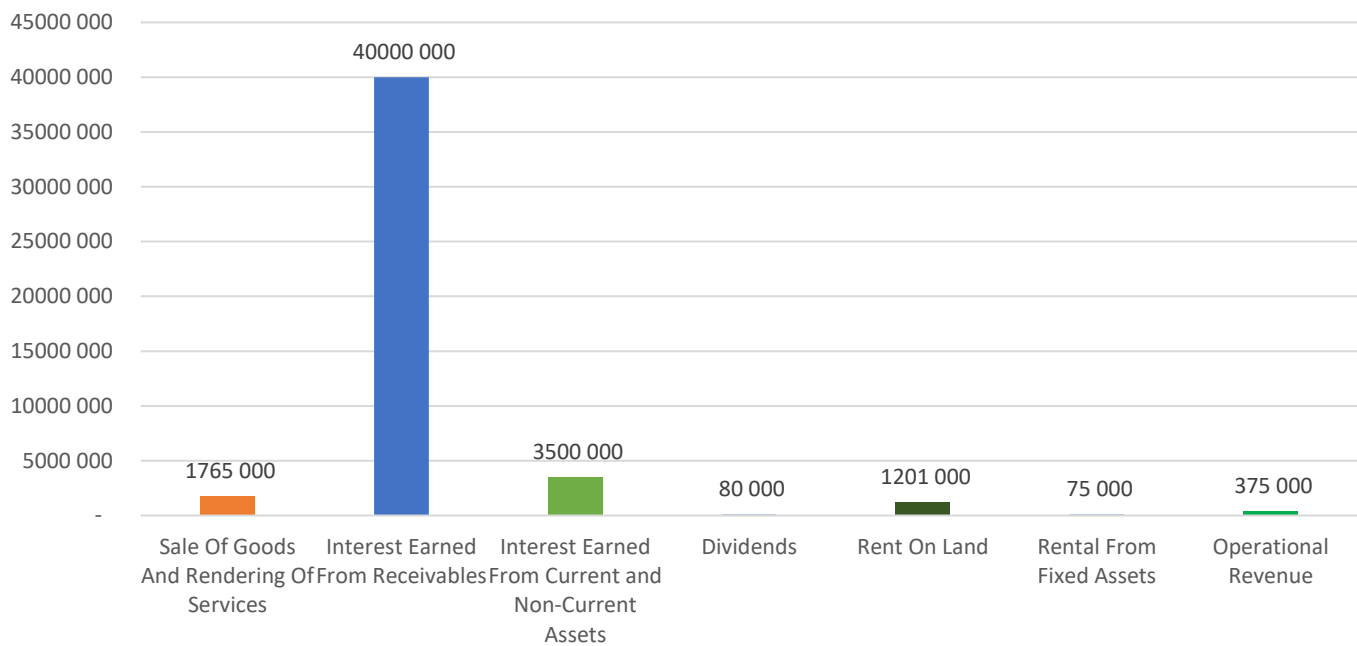
The municipality further developed a Service Delivery and Budget Implementation Plan. The Service Delivery and Budget Implementation Plan was subsequently approved by the Executive Mayor in line with Section 53 (1) (c) (ii). The Service Delivery and Budget Implementation Plan is a tool used by both Administration and Municipal Council to ensure that service delivery and annual budget are implemented.

Therefore, the in-year reporting for the mid-year is hereby detailed below. The report discusses mainly the operating revenue; operating expenditure and capital expenditure including funding sources, using the prescribed format-Schedule C tables. Other pertinent information is also included in the report and full Schedule C tables.

3. REVENUE ANALYSIS

The table below indicates the municipality budgeted revenue of R 658.5 million for the current year. Major part of the revenue is derived from exchange transaction -revenue, mainly service charges, interest earned from receivables and other operational revenue. Operational grants-Equitable Share; Finance Management Grant and Expanded Public Works Program-are budgeted at R 255 million while property rates revenue is budgeted at R 73.9 million.

The other major revenue source is from the trading service such as electricity revenue of R 53 million; water revenue of R 43 million; refuse revenue of R 28 million and sanitation revenue of R 21 million. Other revenue sources are indicated in the graph underneath.



Statement of Financial Performance is prepared on similar basis to the prescribed budget format. The statement details revenue by source-excluding capital transfers and contributions, and expenditure by type-to be discussed/shown in the ensuing part of this report.

Free State: Setsoto (FS191) - Table C4 Monthly Budgeted Financial Performance for period ending (M06) 31 December 2023								
Description	2022/23		Budget year 2023/24					
	R thousands	Audited Outcome	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %
Revenue								
Exchange Revenue								
Service charges - Electricity	90 044	109 264	8 339	53 057	54 632	(1 575)	-3%	109 264
Service charges - Water	75 111	70 092	7 238	43 358	35 046	8 312	24%	70 092
Service charges - Waste Water Management	39 628	40 258	3 569	21 264	20 129	1 135	6%	40 258
Service charges - Waste Management	51 788	54 253	4 606	27 512	27 127	385	1%	54 253
Sale of Goods and Rendering of Services	2 541	1 765	191	974	883	91	10%	1 765
Interest earned from Receivables	43 166	40 000	4 833	27 823	20 000	7 823	39%	40 000
Interest earned from Current and Non-Current Assets	9 597	3 500	1 675	6 866	1 750	5 116	292%	3 500
Dividends	77	80		81	40	41	102%	80
Rent on Land	1 879	1 201	130	835	601	235	39%	1 201
Rental from Fixed Assets	90	75	5	53	38	15	41%	75
Operational Revenue	7 711	375	35	206	188	18	10%	375
Non-Exchange Revenue								
Property rates	68 402	76 749	6 971	41 297	38 374	2 923	8%	76 749
Surcharges and Taxes								
Fines, penalties and forfeits	644	10	8	151	5	146	2925%	10
Licences or permits	27	6	0	63	3	60	1999%	6
Transfer and subsidies - Operational	239 156	255 437	84 655	191 302	169 633	21 669	13%	255 437
Operational Revenue	1 380	5 500			2 750	(2 750)	-100%	5 500
Gains on disposal of Assets	799		44	171		171		
Total Revenue (excluding capital transfers and contributions)	632 039	658 565	122 299	415 014	371 197	43 816	12%	658 565

The statement-table above shows actual revenue for the reporting month at R 122.2 million, bringing the year to date actuals to R 415 million. A variance of R 43.8 million is realised when comparing the budget to actuals.

3.1 PROPERTY RATES

The property rates are levied in terms of the Municipal Property Rates Act No. 6 of 2004 as well as the Property Rates Policy adopted by the municipal council. Upon the approval of the annual budget the municipality advertised the approved property rates levies, exemptions, rebates, discounts, and reductions on the provincial government gazette.

The reporting month actual on property rates is R 6.9 million and the year-to-date actual is R 41 million. The year-to-date variance is favorable with R 2.9 million. The overperformance has been reported for a few months and that simply indicates that the projected revenue would be realized therefore, it is necessary to adjust the budget upwards.

The budgeted amount of R 76.7 million compared to the audited figure of R 68 million indicates that the amount budgeted is not overstated. The actual amount levied during the first half of the financial year compared to the full-year forecasts predicts that the overperformance will remain should the budget not be adjusted. The full-year forecasts predict a reasonable outcome compared to the audited outcome with the yearly increase.

The municipality has commenced with the compilation of a general valuation roll of all properties within the municipal area, since the current valuation roll is coming to an end on 30 June 2023. The first draft has been submitted to the municipality during the first week of January 2023 and the certified general valuation roll is expected to be submitted by 30 January 2023 and this will be in line with the requirements of the Municipal Property Rates. The new evaluation roll was implemented from the 01 July 2023.

3.2 SERVICE CHARGES-ELECTRICITY

The service charges for electricity are regulated by the National Energy Regulator of South Africa. The municipality is then required to submit the application to National Energy Regulator of South Africa for approval before the start of the budget year. For the current financial year, the processes were followed.

The year to date actual for the reporting period is R 53 million representing underperformance of R 1.5 million when compared to the budget. The electricity charges are consumption based whereby during winter more electricity is consumed than in summer months.

Units purchased from ESKOM between quarter one and quarter 2 declined by 20% which is furthermore reflective that the consumption are not the same in winter and summer months. The electricity sales units also reflect the decline with 3% in both periods. The underperformance is not vast and does not necessitate an adjustment, however should it exceed the budget it might also not be with a huge amount.

3.3 SERVICE CHARGES-WATER

Water service charges are levied in terms of the council approved tariffs and the year-to-date actual is R 43.3 million. When comparing the year to date actual with the year-to-date budget a favorable variance R 8.3 million, the water service levies are also consumption dependent, and the municipality charges the flat rate in townships. The units purified indicates an increase of 20% when comparing the first and second quarter whilst units sold declined by 4%. The losses stayed the same at 43% from the first quarter. The variance is high; thus, the budget will need to be adjusted upwards.

3.4 SERVICE CHARGES-SANITATION

Service charges for sanitation revenue are budgeted at R 40.2 million. The reporting month performance is at R 3.5 million, thereby bringing the year-to-date actuals to R 21.2 million. Accordingly, there is an immaterial variance of R 1.1 million when compared to the year-to-date budget-this implies that levies were levied accordingly- and the revenue projections should remain the same.

3.5 SERVICE CHARGES- REFUSE

Service charges for refuse revenue is budgeted at R 54.2 million. The reporting month performance is at R 4.6 million, thereby bringing the year-to-date actuals to R 27.5 million. Accordingly, there is a variance of R 385 thousand when compared to the year-to-date budget the variance is immaterial and does not necessitate an adjustment.

3.6 INTEREST-EXTERNAL INVESTMENTS

The municipality has adopted the cash management and investments policy in terms of Section 13 of the Municipal Finance Management Act, No.56 of 2003. The municipality invest money not immediately required in terms of the approved policy and the Act. The money invested yield interest to the municipality and is calculated based on the amount invested as well as the period invested based on an agreed percentage.

For the period under reporting R 6.8 million has been realized. When comparing the actuals to the budgeted figures a favorable variance of R 5.1 million which aggregate to 292% above the year-to-date budget. The interest on external investment's budget needs to be adjusted upwards. Most funds invested is ring-fenced for the conditional grant in that way it is removed from the primary bank account to investments for safekeeping.

The unspent grants from the previous year contributed to the favourable variance. However, these unspent of R 26 million were offset against the equitable share during the year, which will thus be transferred from unspent grants to equitable share allocation.

3.7 INTEREST EARNED-OUTSTANDING DEBTORS

Interest earned is charged in accordance with the approved credit control and customer care policy. The rate levied is prime plus 1 percent and is charged immediately when the account is in arrears. The favorable variance indicates that the total outstanding debt are inclining due to non-payment.

The year to date actual versus the year-to-date budget indicates the favorable variance of R 7.8 million. The budget will then need to be adjusted upwards. However, should there be new revenue collection strategies to be implemented in the remaining period of the financial year that the institution is certain that they will bring positive results and the budget might need to be adjusted with a low rate than anticipated.

4. GRANTS AND SUBSIDIES

The table below depicts the grants and subsidies that are expected to accrue to the municipality. Only those grants that are in the gazette are included in the municipal budget. They are mainly divided into conditional and non-conditional grants-which can either be for capital or operational purposes.

4.1 NON-CONDITIONAL GRANTS

The only non-conditional grant that is currently gazetted and allocated to the municipality is Equitable Share to the value of R 251.4 million. This grant is also meant to assist the municipality with subsidizing the registered Indigent Households and enable the municipality to provide basic services and perform its functions.

Accordingly, Regional Bulk Infrastructure Grant and Municipal Infrastructure Grant were not fully spent in the previous financial year therefore R 26 million was offset against the equitable share allocation received in December 2023. Although an amount of R 26 million was withheld from the Equitable Share allocation, the amount has been transferred back from the unspent grants portion. The table below shows that an amount of R 162 million has been received to date, a balance of R 62.8 million will be received in March 2024.

GRANT	DORA ALLOCATION R'000	OFFSET TO PAY UNSPENT GRANT R'000	YTD RECEIPTS R'000	FUTURE RECEIPTS R'000	YTD EXPENDITURE R'000	YTD NET BALANCE R'000	% SPENT DORA ALLOCATION	% SPENT YTD RECEIPTS
UNCONDITIONAL								
Equitable Share	R 251,487	R 26,523	R 162,092	R 62,872	R 188,615	R -	75%	100%
Total	R 251,487	R 26,523	R 162,092	R 62,872	R 188,615	R -	75%	100%

4.2 CONDITIONAL GRANTS

Conditional grants that are in the gazette and allocated to the municipality amounts to R 224.1 million. For the period under reporting R 147.5 million has been received and R 83.6 million have been spent against the grants received, however the total sending against the Division of Revenue Act of 2023 is at an alarming 37%. Capital grant spending should be increased to avoid the withholding of grants funds at year end.

The Extended Public Works Programme indicates an overperformance when compared to year-to-date receipts at 157%, this is as a result that the second tranche is not yet released. Financial Management Grant's performance is at 66%.

Municipal Infrastructure Grant expenditure is at 42% against the year-to date receipts which is within the spending norms of the grant condition. Regional Bulk Infrastructure Grant is spent at a rate of 36% towards the grant amount received and the performance is worrisome. The Water Services Infrastructure Grant expenditure indicates an unacceptable rate of 17%.

GRANT	DORA ALLOCATION R'000	APPROVED ROLL OVER R'000	YTD RECEIPTS R'000	FUTURE RECEIPTS R'000	YTD EXPENDITURE R'000	YTD NET BALANCE R'000	% SPENT DORA ALLOCATION	% SPENT YTD RECEIPTS
CONDITIONAL								
EPWP	R 1,750	R -	R 1,225	R 525	R 1,918	R -693	110%	157%
FMG	R 2,200	R -	R 2,200	R -	R 1,462	R 738	66%	66%
MIG	R 56,025	R -	R 34,927	R 21,098	R 23,806	R 11,121	42%	68%
RBIG	R 150,000	R -	R 105,000	R 45,000	R 54,042	R 50,958	36%	51%
WSIG	R 14,173	R -	R 4,173	R 10,000	R 2,455	R 1,718	17%	59%
TOTAL	R 224,148	R -	R 147,525	R 76,623	R 83,683	R 63,842	37%	57%

5.1 OUTSTANDING DEBTORS

Description	0-30 Days	31-60 days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181Days-1 Yr	Over 1 Yr	Total	Total Over 90 Days
Debtors Age Analysis By Income Source										
Trade and Other Receivables from Exchange Transactions - Water	7 349 105	6 761 581	6 285 388	6 124 818	5 954 117	5 778 161	4 598 542	140 936 144	183 787 856	163 391 782
Trade and Other Receivables from Exchange Transactions - Electricity	4 240 904	2 262 312	1 686 431	1 685 814	1 781 116	993 634	619 641	19 677 560	32 947 412	24 757 765
Receivables from Non-exchange Transactions - Property Rates	5 313 740	3 533 462	3 259 045	3 061 503	2 937 569	2 804 361	2 434 893	65 904 266	89 248 839	77 142 592
Receivables from Exchange Transactions - Waste Water Management	3 238 001	2 960 430	2 868 001	2 825 325	2 772 924	2 737 988	2 210 570	70 091 181	89 704 420	80 637 988
Receivables from Exchange Transactions - Waste Management	4 143 369	3 811 445	3 697 852	3 670 562	3 625 143	3 594 323	2 874 205	95 162 634	120 579 533	108 926 867
Interest on Arrear Debtor Accounts	4 830 432	4 668 060	4 510 190	4 447 383	4 201 241	4 054 716	3 960 122	94 850 585	125 522 729	111 514 047
Other	22 006	17 391	19 728	22 112	15 804	18 247	16 936	3 683 760	3 815 984	3 756 859
Total By Income Source	29 137 557	24 014 681	22 326 635	21 837 517	21 287 914	19 981 430	16 714 909	490 306 130	645 606 773	570 127 900
Debtors Age Analysis By Customer Group										
Organs of State	2 588 045	2 493 637	2 399 212	2 465 531	2 379 426	2 023 884	1 479 571	25 931 835	41 761 141	34 280 247
Commercial	6 146 556	3 253 879	2 481 059	2 625 051	2 005 052	1 930 692	1 970 117	77 174 647	97 587 053	85 705 559
Households	20 402 956	18 267 165	17 446 364	16 746 935	16 903 436	16 026 854	13 265 221	387 199 648	506 258 579	450 142 094
Total By Customer Group	29 137 557	24 014 681	22 326 635	21 837 517	21 287 914	19 981 430	16 714 909	490 306 130	645 606 773	570 127 900

The table above outlines the age analysis of outstanding debtors into two categories which are by income source and customer group. The total outstanding debtors is R 645.6 million and the total over 90 days is R 570.1 million representing 88% of total outstanding debtors. The total outstanding debt increased from R 573.7 million on 01 July 2023 to R 654.6 million on 31 December 2023, which represent an increase of 13% over the six months period

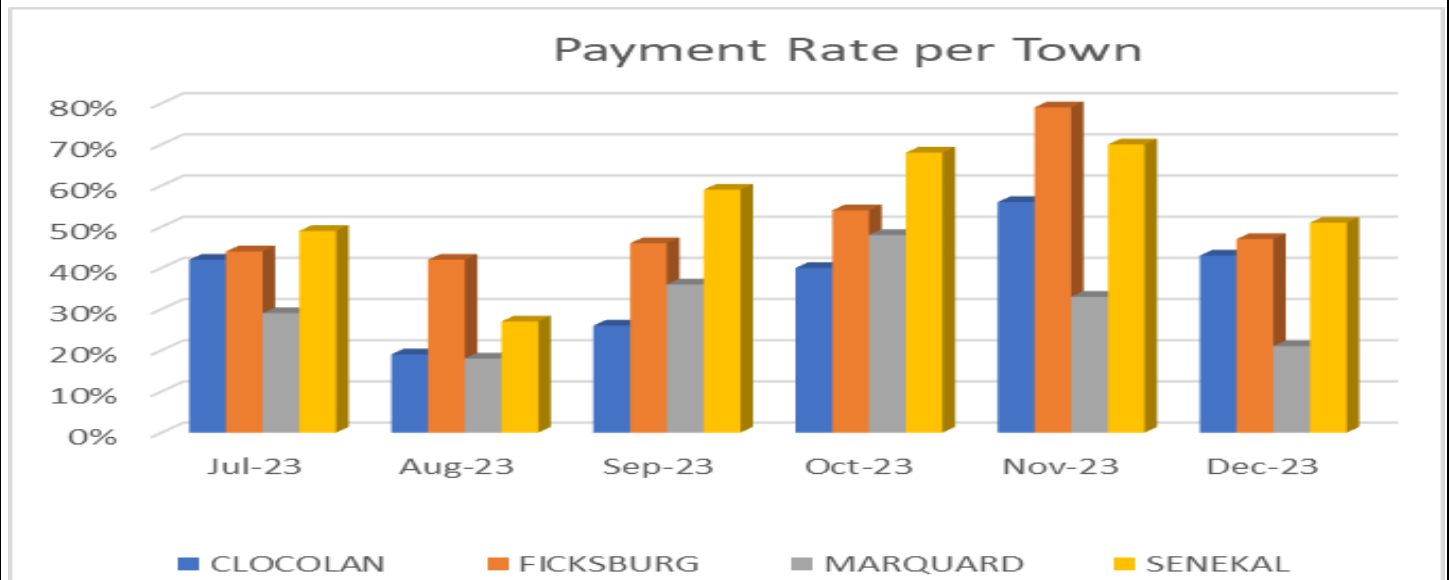
In terms of the income source, the 'water service' has the highest outstanding debt of R 183.7 million followed by interest on arrear debtor accounts with the balance of R 125.5 million.

The customer group that has the highest outstanding debt is households with a balance of R 506.2 million followed by commercial with a balance of R 97.5 million.

Households are the largest customer group in terms of our debtors hence it is the highest owing and with the current economic situation most household's income sources are not enough to service their municipal accounts. Therefore, they need to come forward so they can be registered as indigents. However, there is also a historical trend of non-payment by households even when they can afford, especially in the townships.

5.2 DEBTORS COLLECTION RATE

TOWN	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
CLOCOLAN	42%	19%	26%	40%	56%	43%
FICKSBURG	44%	42%	46%	54%	79%	47%
MARQUARD	29%	18%	36%	48%	33%	21%
SENEKAL	49%	27%	59%	68%	70%	51%

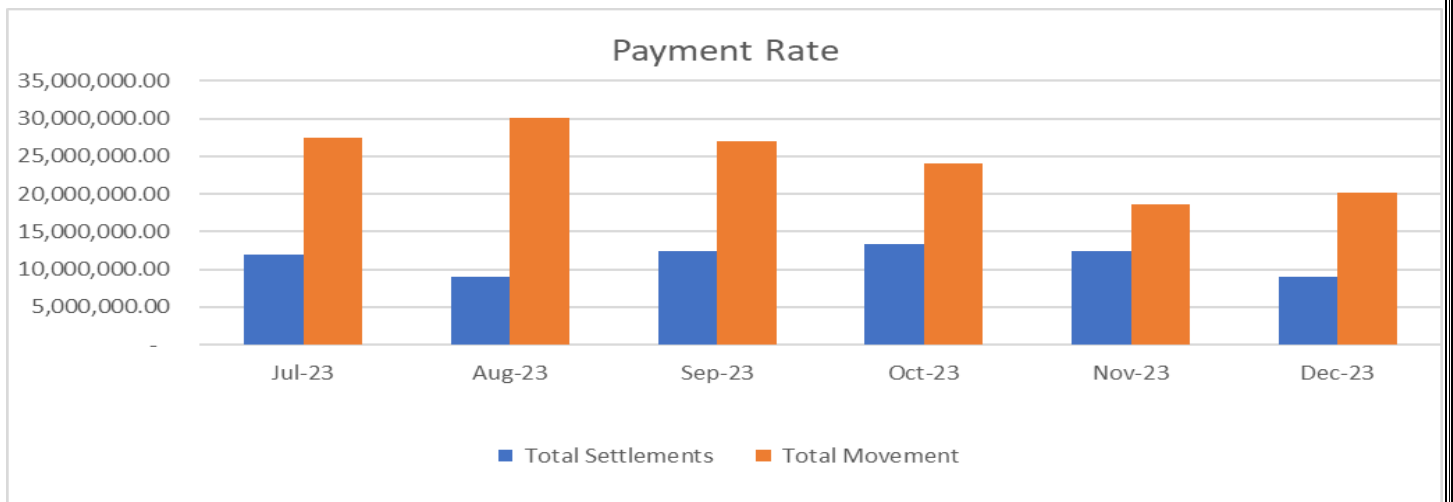


5.3 WARD PAYMENT RATE: DECEMBER 2023

Ward	Total Settlements	Total Movement	Billing	CreditNotes	Debit Notes	Other Adjustments	Payment Rate
WARD 000001	-1 160 776.08	3 003 759.71	3 487 550.45	-6 978.26	112.18	-476 924.66	39%
WARD 000002	-35 893.38	1 432 905.69	2 010 869.16	-	-	-577 963.47	3%
WARD 000003	-141 572.58	378 986.49	403 618.29	-5 382.00	-	-19 249.80	37%
WARD 000004	-1 074 175.42	2 480 913.96	2 559 192.87	-2 220.00	-	-76 058.91	43%
WARD 000005	-7 726.86	-466 669.75	609 737.26	-49 500.88	-	-1 026 906.13	0%
WARD 000006	-1 274 997.57	2 086 088.27	3 103 052.36	-12 669.13	27.08	-1 004 322.04	61%
WARD 000007	-91 851.29	732 609.83	1 530 686.33	-9 060.91	134.50	-789 150.09	13%
WARD 000008	-69 534.10	244 545.88	1 426 312.26	-	-	-1 181 766.38	28%
WARD 000009	-979 425.17	2 361 512.39	2 428 557.25	-76 249.26	374 405.14	-365 200.74	41%
WARD 000010	-596 178.50	1 029 213.48	1 713 824.18	-18 465.91	7 252.38	-673 397.17	58%
WARD 000011	-34 778.88	-41 597.00	1 333 539.63	-	-	-1 375 136.63	0%
WARD 000012	-26 555.43	371 278.31	1 119 023.71	-	-	-747 745.40	7%
WARD 000013	-21 239.43	17 482.41	1 243 478.20	-	-	-1 225 995.79	121%
WARD 000014	-67 808.35	719 541.77	1 137 457.98	-23 280.77	503.44	-395 138.88	9%
WARD 000015	-3 107 743.52	5 007 668.69	5 104 161.24	-49 720.24	10 859.53	-57 631.84	62%
WARD 000016	-31 000.36	77 700.74	1 331 550.95	-	-	-1 253 850.21	40%
WARD 000017	-13 445.14	784 637.14	1 058 423.68	-	-	-273 786.54	2%
PAYMENT ADVANC	-351 031.59	-	-	-	-	-	0%
Total	-9 085 733.65	20 220 578.01	31 601 035.80	-253 527.36	393 294.25	-11 520 224.68	45

The table below indicate the payment rate per month over the period of 6 months with an average payment rate of 46%. The first quarter average payment rate was at 40% while the second quarter average payment rate was at 55%.

Period	Total Settlements	Total Movement	Billing	Credit Notes	Debit Notes	Other Adjustments	Payment Rate
Jul-23	11,953,723.97	27,472,016.88	27,472,016.88	-1,768,035.74	550,937.69	-97,162,160.55	44%
Aug-23	9,054,456.28	30,102,707.20	34,669,762.33	-557,790.56	8,828.71	-4,018,093.28	30%
Sep-23	12,426,746.19	26,992,524.26	34,418,475.22	-609,862.95	497,692.07	-7,313,780.08	46%
Oct-23	13,382,835.44	24,086,607.05	33,319,503.49	-802,459.21	107,515.24	-8,537,952.47	56%
Nov-23	12,429,101.40	18,632,362.43	32,067,055.61	-1,148,808.21	145,016.68	-12,430,901.65	67%
Dec-23	9,085,733.65	20,220,578.01	31,601,035.80	-253,527.36	393,294.25	-11,520,224.68	45%
Total	68,332,596.93	147,506,795.83	193,547,849.33	-5,140,484.03	1,703,284.64	-140,983,112.71	46%



6. OPERATING EXPENDITURE ANALYSIS

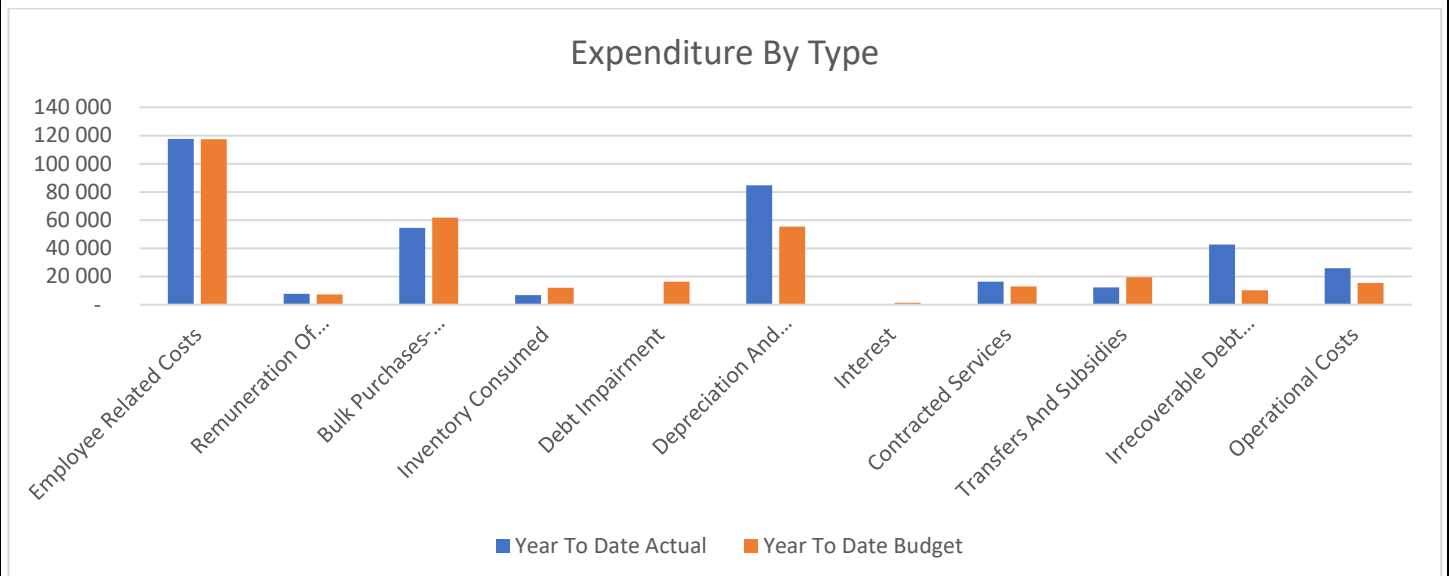
The municipality operating expenditure budget to R 658.5 million for the 2023/24 financial year. Included in this amount is non-cash items such as debt impairment of R 32.4 million and depreciation and asset impairment of R 110.7 million. Accordingly, when the analysis is done to ascertain any budget deficit or surplus, the non-cash items should be considered.

The overall performance on expenditure is above by 12%. As much as the variance is vast, it needs to be noted that, because the municipality is not collecting its revenue adequately, the level of expenditure should be aligned to the prevailing revenue collection rates.

The non-transacting of depreciation during the financial year also contributes immensely to the under spending even though it is a non-cash expenditure item. The rollover of the audited asset register into the finance system is currently in progress and as soon as it is done the transacting will take place.

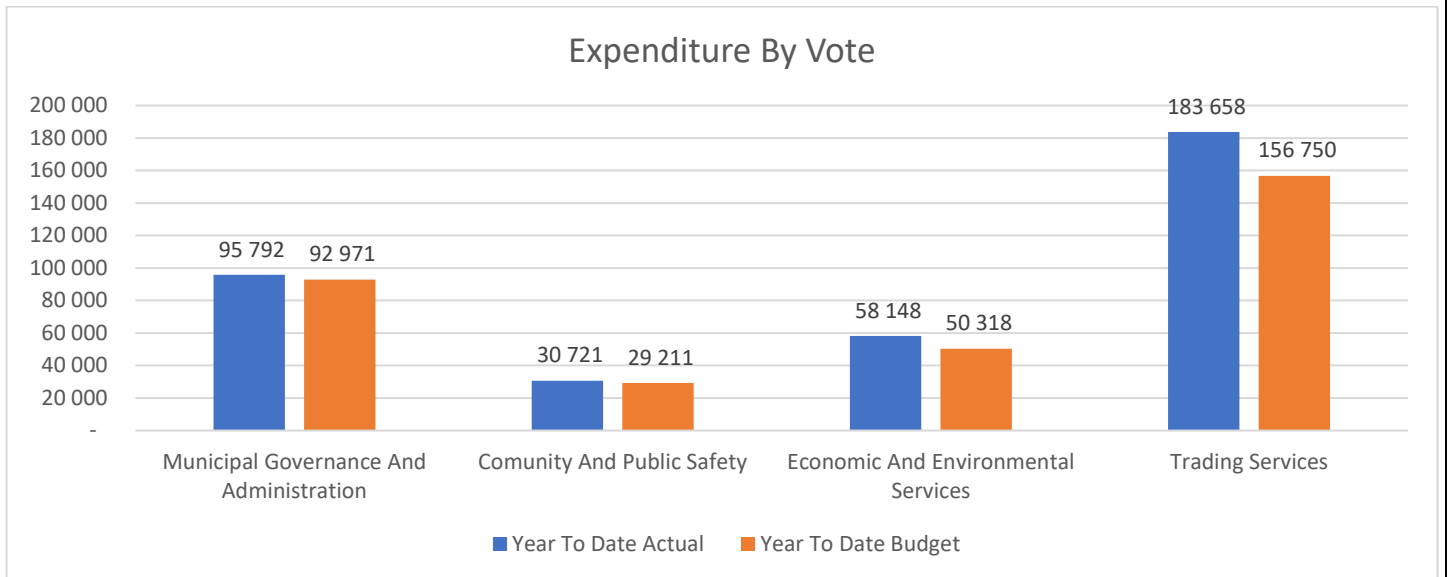
Free State: Setsoto (FS191) - Table C4 Monthly Budgeted Financial Performance for period ending (M06) 31 December 2023

Description	Budget year 2023/24						
	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
R thousands							
Expenditure							
Employee related costs	235 003	20 391	117 579	117 501	77	0%	235 003
Remuneration of councillors	14 641	1 187	7 745	7 321	425	6%	14 641
Bulk purchases - electricity	123 272	7 406	54 457	61 636	(7 180)	-12%	123 272
Inventory consumed	23 833	1 291	6 791	11 916	(5 125)	-43%	23 833
Debt impairment	32 469			16 235	(16 235)	-100%	32 469
Depreciation and amortisation	110 734	14 395	84 586	55 367	29 218	53%	110 734
Interest	2 502	72	74	1 251	(1 177)	-94%	2 502
Contracted services	25 949	3 725	16 283	12 975	3 309	26%	25 949
Transfers and subsidies	38 952	3 187	12 294	19 476	(7 182)	-37%	38 952
Irrecoverable debts written off	20 182	3 824	42 671	10 091	32 580	323%	20 182
Operational costs	30 963	4 456	25 840	15 482	10 359	67%	30 963
Total Expenditure	658 500	59 933	368 320	329 250	39 070	12%	658 500



Free State: Setsoto (FS191) - Table C2 Monthly Budgeted Financial Performance by Functional Classification for period ending (M06) 31 December 2023

Description	Budget year 2023/24							
	2022/23	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
R thousands	Audited Outcome	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
Expenditure - Functional								
Municipal governance and administration	218 510	185 943	16 799	95 792	92 971	2 821	3.03	185 943
Executive and council	76 973	62 168	6 868	32 393	31 084	1 309	4.21	62 168
Finance and administration	137 219	119 562	9 560	61 229	59 781	1 449	2.42	119 562
Internal audit	4 318	4 213	372	2 170	2 106	63	2.99	4 213
Community and public safety	68 258	58 422	5 378	30 721	29 211	1 510	5.17	58 422
Community and social services	30 236	20 135	1 966	11 363	10 067	1 295	12.87	20 135
Sport and recreation	11 248	9 872	1 016	6 041	4 936	1 105	22.38	9 872
Public safety	9 391	11 172	877	4 604	5 586	(982)	(17.57)	11 172
Housing	17 384	17 243	1 518	8 714	8 622	92	1.07	17 243
Health								
Economic and environmental services	119 876	100 636	9 535	58 148	50 318	7 830	15.56	100 636
Planning and development	8 082	10 744	684	4 014	5 372	(1 358)	(25.27)	10 744
Road transport	111 794	89 891	8 851	54 134	44 946	9 188	20.44	89 891
Environmental protection								
Trading services	367 509	313 499	28 221	183 658	156 750	26 909	17.17	313 499
Energy sources	112 727	138 279	9 415	66 242	69 139	(2 897)	(4.19)	138 279
Water management	133 531	86 133	9 763	59 420	43 066	16 354	37.97	86 133
Waste water management	71 242	48 163	4 429	31 387	24 082	7 305	30.33	48 163
Waste management	50 008	40 925	4 615	26 609	20 462	6 147	30.04	40 925
Other								
Total Expenditure - Functional	774 153	658 500	59 933	368 320	329 250	39 070	11.87	658 500
	73 011	220 264	84 708	95 149	152 046	(56 897)	(37.42)	220 264



As it can be seen from the tables above, most of the line vote have overspent. This overspending needs to be monitored and in instances where expenditure is not streamlined for it to be commensurate with the prevailing revenue levels, then an adjustment budget need to be compiled for approval by council.

6.1 EMPLOYEE RELATED COSTS

The employee related costs are budgeted at R 235 million and the year-to-date expenditure is R 117.5 million and there is a saving of R 78 thousand when compared to the budget to date.

Despite the existing vacancies, due diligence and care must be exercised when filling vacant posts. As far as possible, priority should be given to posts that will improve service delivery, assist the municipality with improving revenue collection, reduce outsourcing-where there is use of consultants-and improve compliance.

Setso Local Municipality - Supporting Table SC8 - Monthly Budget Statement - Summary of Staff Benefits - M06 December								
Summary of employee and councillor remuneration Ref			Budget year 2023/24					
Figures in Rand thousand	Original budget	Adjusted budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full year forecast
Other municipal staff								
Basic salaries and wages	134 564	-	11 022	65 129	67 282	- 2 153	- 17	134 564
Pension and UIF contributions	26 689	-	2 275	13 701	13 345	356	3	26 689
Medical aid contributions	16 802	-	1 414	8 584	8 401	183	2	16 802
Overtime	10 358	-	848	4 850	5 179	- 329	- 6	10 358
Performance bonus	10 906	-	1 890	6 017	5 453	564	10	10 906
Motor vehicle allowance	15 141	-	1 572	9 198	7 570	1 628	22	15 141
Cellphone allowance	621	-	131	638	311	327	105	621
Housing allowances	472	-	101	609	236	373	158	472
Other benefits and allowances	6 227	-	323	1 972	3 113	- 1 141	- 37	6 227
Payments in lieu of leave	2 601	-	21	936	1 300	- 364	- 28	2 601
Long service awards	1 039	-	27	487	520	- 33	- 6	1 039
Post-retirement benefit obligations	-	-	-	-	-	-	-	-
Acting and post related allowance	3 120	-	272	1 758	1 560	198	13	3 120
Sub total - Other Municipal Staff	228 540	-	19 896	113 879	114 270	- 391	-	228 540

6.2 REMUNERATION OF COUNCILLORS

The remuneration of Councillors is determined by the minister of COGTA under the section 7 (1), 8(5) and 9(5)(a) of the Remuneration of Public-Office bearers Act of 1998. After determining the upper limits of Councillors, they are then gazetted for implementation. In light of the above the government gazette no. 47437 was published on 02 November 2022.

The year to date actual on remuneration of councillors is R 7.7 million and it exceed the budget year to date with approximately R 424 thousand, the overspending of the budget can be attributed to the implementation of the newly published upper limits and the adjustment budget may be necessary in this instance.

6.3 BULK PURCHASES

Bulk purchases on electricity services are budgeted at R 123.2 million. The year-to-date performance is at R 54.4 million, exceeding the year-to-date projections with R 7.1 million. This will necessitate the upward adjustment of this line item.

However, the following factors should be noted:

1. Eskom charges a 'seasonal tariff', which means during the winter months, the tariff is high-resulting in higher bill for the municipality.

2. Eskom also charges a 'time-of-use tariff'. This means if consumption by the municipality/within the municipality is high during peak hours, the municipality pays more.
3. Distribution losses-technical and non-technical-are also contributing negatively.
4. Comparing the billing to the electricity bulk purchase invoice a 3.5% surplus was realised for the first half of the financial year.

6.4 FINANCE CHARGES

A provision of R 2.5 million has been made for Finance Charges. The following factors usually contribute to performance on finance charges, amongst others:

1. Loan redemption from one year to another less balance resulting in less interest payable.
2. Late payment on Eskom account.
3. Late payment on outstanding creditors

The current expenditure on interest is for the instalment paid in December for existing Development Bank of Southern Africa.

6.5 INVENTORY CONSUMED

A budget allocation of R 26 million has been made for consumables. The expenditure to date is R 1.9 million which is below the budgeted figure with R 6.7 million. Chemical expenditure has not been accounted for in expenditure-still shown as a stores item-and that will increase the spending percentage to a more realistic percentage of approximately 50%.

6.6 OTHER EXPENDITURE

The table below indicate certain other expenditures that need to be dealt with during the adjustment budget. Certain expenditures are already exceeding the total budget for the year 2023/2024. This might be a result of incorrect budget by departments and/or utilising service providers where a premium being paid. (Do the institution receive value for money?). These expenditure types need to be properly planed and corrected during the adjustment budget period.

Row Labels	Sum of FinalBudget	Sum of TotalActuals	% Spent of Total Budget
Artists and Performers	-	26,500.00	100%
Burial Services	94,000.00	94,321.94	100%
Business and Advisory	14,188,580.00	15,717,798.60	111%
Catering Services	-	450,280.49	100%
Domestic	1,283,368.00	1,658,915.97	129%
Electrical	-	598,789.69	100%
Employee Wellness	90,000.00	4,900.00	5%
Hygiene Services	-	7,200.00	100%
Infrastructure and Planning	927,084.00	696,869.56	75%
Laboratory Services	435,000.00	542,786.30	125%
Legal Cost	2,717,856.00	1,979,376.88	73%
Maintenance of Buildings and Facilities	421,528.00	547,552.59	130%
Maintenance of Equipment	232,356.00	276,192.17	119%
Maintenance of Unspecified Assets	4,458,464.00	4,889,187.34	110%
Meter Management	65,224.00	98,171.95	151%
Plants Flowers and Other Decorations	-	42,500.00	100%
Safeguard and Security	3,292,312.00	4,290,331.99	130%
Sewerage Services	-	3,187,823.99	100%
Sports and Recreation	23,212.00	-	0%
Transport Services	-	62,830.00	100%
Other	7,502,608.00	10,653,884.56	142%
Grand Total	35,731,592.00	45,826,214.02	128%

7. CAPITAL EXPENDITURE AND FUNDING ANALYSIS

The capital expenditure for the financial year was budgeted at R 249.4 million.

Free State: Setsoto (FS191) - Table C5 Monthly Budgeted Capital Expenditure by Functional Classification and Funding for period ending (M06) 31 December 2023

Description	Budget year 2023/24						
	Original Budget	M06 Dec Actual	YTD Actual	YTD Budget	YTD Variance	YTD variance %	Full Year Forecast
R thousands							
Capital Expenditure - Functional							
<i>Municipal governance and administration</i>	-	-	149	-	149		-
<i>Community and public safety</i>	11 000	-	63	5 500	(5 437)	(98.86)	11 000
<i>Economic and environmental services</i>	5 000	7 149	7 368	2 500	4 868	194.71	5 000
<i>Trading services</i>	215 218	4 093	47 412	107 609	(60 197)	(55.94)	215 218
Energy sources	8 000		1 355	4 000	(2 645)	(66.13)	8 000
Water management	184 173	4 093	44 185	92 087	(47 901)	(52.02)	184 173
Waste water management	12 025		1 861	6 013	(4 152)	(69.05)	12 025
Waste management	11 020		11	5 510	(5 499)	(99.80)	11 020
<i>Other</i>							
Total Capital Expenditure - Functional	231 218	11 243	54 991	115 609	(60 618)	(52.43)	231 218

The capital expenditure of the municipality is mainly funded by the government grants and subsidies. The table above indicate that there is underperformance by 52.43% against the budget. It should be noted that there were projects that need to be accounted for through an adjustment in terms of section 28(2)(e) of the Municipal Finance Management Act, 56 of 2003.

8. OUTSTANDING CREDITORS

Item Description	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	Total
Bulk Electricity	7 662								7 662
Bulk Water									
PAYE deductions									
VAT (output less input)									
Pensions / Retirement deductions									
Loan repayments									
Trade Creditors	2 443	141	22	242	289		2	573	3 712
Auditor General									
Other									
Total	10 105	141	22	242	289		2	573	11 374

The outstanding creditors for the month under reporting is at R 11.3 million and the balance over 30 days is R 1.2 million. The Eskom bulk account owed for the current account is R 7.6 million.

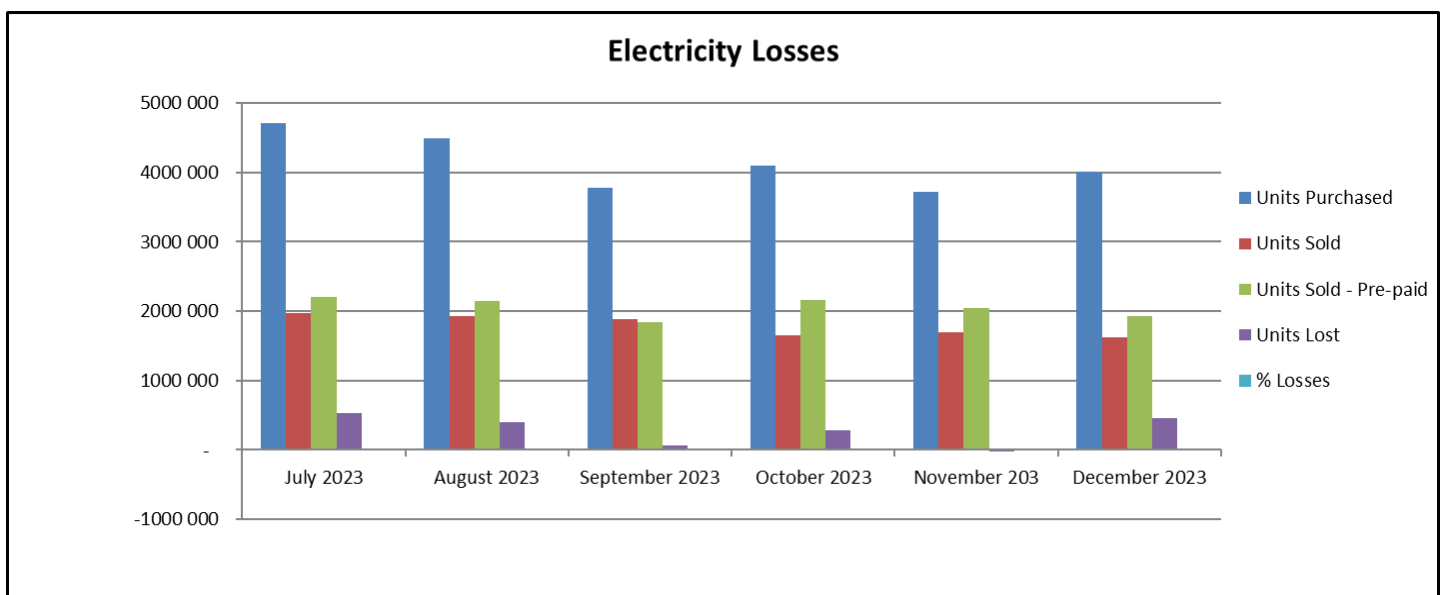
9. ELECTRICITY LOSSES

ELECTRICITY						
Period	Units Purchased	Units Sold	Units Sold - Pre-paid	Units Lost	% Losses	Previous Year
July 2023	4 703 961	1 971 136	2 206 216	526 609	11%	9%
August 2023	4 484 381	1 929 816	2 150 923	403 642	9%	14%
September 2023	3 778 305	1 883 132	1 837 853	57 320	2%	-13%
October 2023	4 098 898	1 655 312	2 159 146	284 440	7%	12%
November 2023	3 713 914	1 690 906	2 039 652	-16 644	0%	13%
December 2023	4 014 308	1 626 415	1 934 116	453 777	11%	8%
Total	24 793 767	10 756 716	12 327 906	1 709 145	7%	7%

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

Setsoto Local Municipality - Supporting Table SC2 - Monthly Budget Statement - Performance Indicators and Benchmarks - M06 December

Description of financial indicator	Basis of calculation	Ref	Budget year 2023/24				
			2022/23	Original budget	Adjusted budget	YearTD actual	Full year forecast
Figures in Rand thousand							
Electricity distribution losses (2)	Total volume losses (kW)		3 582	3 582	-	1 709	3 582
	Total volume losses (kW) non technical		3 582	3 582	-	1 709	3 582
	Total cost of losses (Rand '000)		7 437	7 600	-	3 076	7 600
	% Volume (units purchased and generated less units sold)/units purchased and generated		7 %	7 %	- %	7 %	7 %
	Bulk Purchase kW		50 058	50 058	-	24 793	50 058



Electricity losses are calculated based on the difference between the total electricity purchases and total electricity sales. The losses are either technical or non-technical. Technical losses are the losses that occur within the distribution network due to the cables, overhead lines, transformers, and other substation equipment that are used to transfer electricity. Non-Technical losses are electricity that are consumed but not billed this is might be because the consumer is not known or is connected illegal and/or the is an error in unmetered supplies.

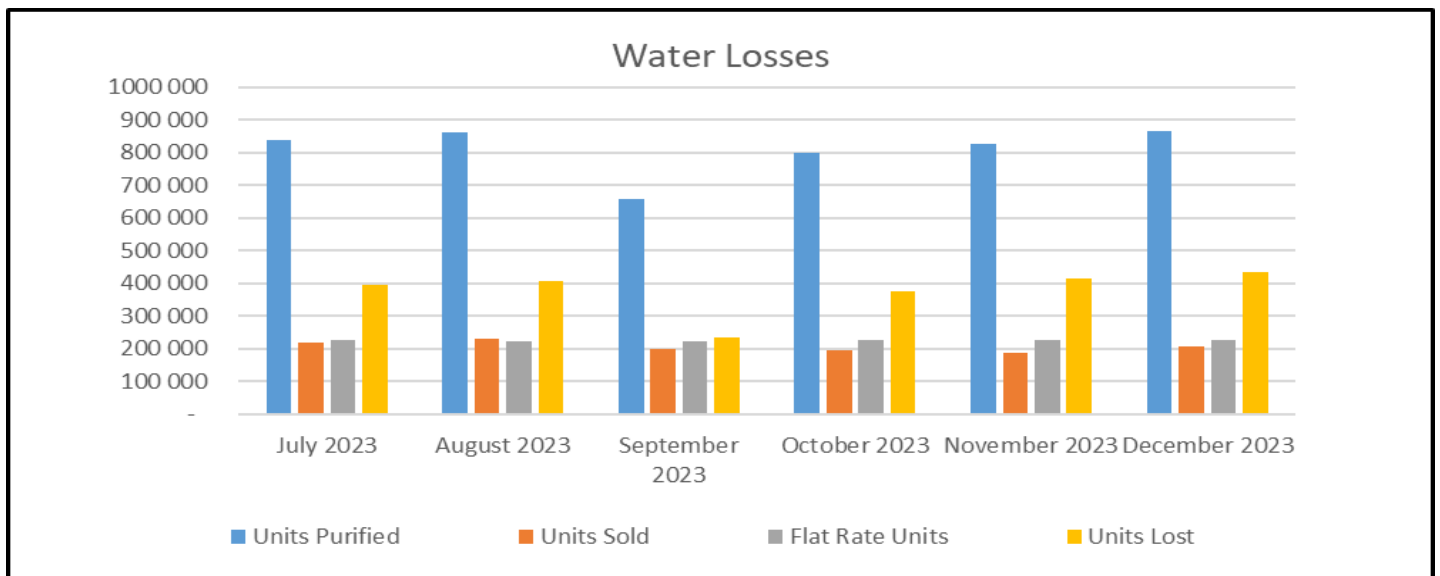
10. WATER LOSSES

WATER						
Period	Units Purified	Units Sold	Flat Rate Units	Units Lost	% Losses	Previous Year
July 2023	838 132	217 278	225 063	395 791	47%	21%
August 2023	860 806	230 280	224 370	406 156	47%	32%
September 2023	659 413	200 775	224 343	234 295	36%	41%
October 2023	797 596	196 074	224 973	376 549	47%	34%
November 2023	825 418	187 008	225 009	413 401	50%	45%
December 2023	866 908	207 115	225 171	434 622	50%	54%
Total	4 848 273	1 238 530	1 348 929	2 260 814	47%	38%

Percentage water losses account to an average of 47% 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%

Setsoto Local Municipality - Supporting Table SC2 - Monthly Budget Statement - Performance Indicators and Benchmarks - M06 December

Description of financial indicator	Basis of calculation	Ref	2022/23		Budget year 2023/24		
			Audited outcome	Original budget	Adjusted budget	YearTD actual	Full year forecast
Figures in Rand thousand							
Water distribution losses (2)	Total volume losses (kl)		3 828	3 828	-	2 261	3 828
	Total cost of losses (Rand '000)		13 783	13 783	-	8 139	13 783
	% Volume (units purchased and generated less units sold)/units purchased and generated		43 %	43 %	- %	47 %	43 %



The water losses are calculated obtaining the difference between the volume or quantity of water purified and the volume or quantity of water sold. The municipality is currently reading water meters in towns only and therefore their consumption can be measured realistically, whilst in the townships a flat rate is charged. Losses can result from leakage pipes and joints, overflows and of reservoirs.

11. BORROWING

At the beginning of the financial year the municipality had loans with three financial institutions which are DBSA, ABSA and Wesbank. ABSA and Wesbank were paid in full within the first quarter of the financial year however DBSA is paid bi-annual. The detail of DBSA loan is provided in the table below.

11.1 DBSA LOAN

The details of DBSA loans are provided underneath.

Loan Acc. No.	Institution	Average Interest rate	Maturity date	Balance 2023/07/01	Interest for the period	Redeemed / written off during the period	Balance 2023/12/31	DETAILS
LONG-TERM LOANS								
101389	DBSA	11.36%	2024/12/31	1 265 103.57	72 448.49	398 411.86	866 691.71	New Office Building
Total Long-term loans				1 265 103.57	72 448.49	398 411.86	866 691.71	

12. INVESTMENTS

Bank Name	Account #	BOQ Amount	Top Up	Withdrawals	Int Capitalised	Charges	Balance
Sanlam Cert 04312364	'0431223649X6	688 620					688 620
Sanlam Pol 11054541X	'11054541X5	532 485					532 485
Sanlam Pol 12219777X	'12219777X7	234 246					234 246
Sanlam Shares 271463	'2714634273	840 882					840 882
FS Coop 41767	'106477	881 284					881 284
FS Coop 43470	'106477	782 460					782 460
TOTAL		3 959 976	-	-	-	-	3 959 976

The investments of the municipality have a closing balance of R 3.9 million and their interest is capitalized yearly.

13. CASH AND CASH EQUIVALENT

As explained earlier in the report that the municipality has invested cash which is not immediately required in terms of section 13 (1) (b) of the MFMA, 56 of 2003 and the municipality's cash management and investment policy, the following paragraphs give a detailed overview of investments.

The institutions where cash is invested is First National Bank, Standard Bank and ABSA. The investment register closing balance for the period under reporting is R 138 million, interest capitalized is R 6.3 million. The total cash and cash equivalents have a positive balance of R 155.9 million, included in that balance is the primary bank account with a positive balance of R 17.8 million.

Institution	Account #	Term	Value	BOQ Amount	Top Up	Withdrawals	Int Capitalis	Charges	Balance
FNB	'62049046205	M		7 393			186		7 579
FNB	'62151783563	M		18 019			456		18 476
FNB	'62310540465	M		66 413	63 464 867	- 40 000 000	256 841	- 18	23 788 104
STD	'48445851001	M			20 000 000	- 20 000 000			
STD	'48445851002	M			30 000 000	- 30 468 493	468 493		
STD	'48445851003	M		2 290 337	56 256 423	- 44 000 000	832 018		15 378 778
STD	'48445851005	M		5 114 993			224 150		5 339 143
STD	'48445851009	M		12 234 359		- 12 410 594	176 235		
STD	'48445851010	M		10 971 473		- 11 129 516	158 043		
STD	'48445851011	M		12 048 778		- 12 247 820	199 041		-
NEDBANK	'037881164646	M		3 435 982			148 986		3 584 967
ABSA	'9370891524	M		1 403 647	166 419 101	- 80 000 000	2 119 282		89 942 030
ABSA	'2081176806	M		40 000 000		- 40 959 364	959 364		-
FNB	'76203695493	M			20 000 000	- 20 330 995	330 995		-
ABSA	'2081198799	M			20 000 000	- 20 459 737	459 737		-
TOTAL				87 591 394	376 140 391	-332 006 519	6 333 829	- 18	138 059 077

PART II-NON-FINANCIAL PERFORMANCE INFORMATION

1. PURPOSE OF THE REPORT

To submit to council an assessment report on the municipality's performance covering the period 1 July 2022 to 31 December 2022.

2. SUMMARY

In terms of Section 72 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the accounting officer of a municipality must, by 25 January of each financial year, assess the performance of the municipality during the first half of the financial year and submit a report on such an assessment to the mayor of the municipality, the National Treasury and the relevant provincial treasury. The mayor must in turn, comply with the provisions of Section 54, which includes submitting the report to council by 31 January of each year.

3. CONSTITUTIONAL AND POLICY IMPLICATIONS

The process is currently driven by legislation. A reviewed Performance Management and Development Systems Policy has been approved.

4. LEGAL IMPLICATIONS

- 3.1 Section 72 (1), Local Government: Municipal Finance Management Act, 2003, 56 of 2003,
- 3.2 Local Government: Municipal Systems Act, 32 of 200-Chapter 6 and sections 16 and 26 of Chapters 4 and 5, respectively), as read with the Local Government: Municipal Systems Amendment Act, 44 of 2003

5. BACKGROUND

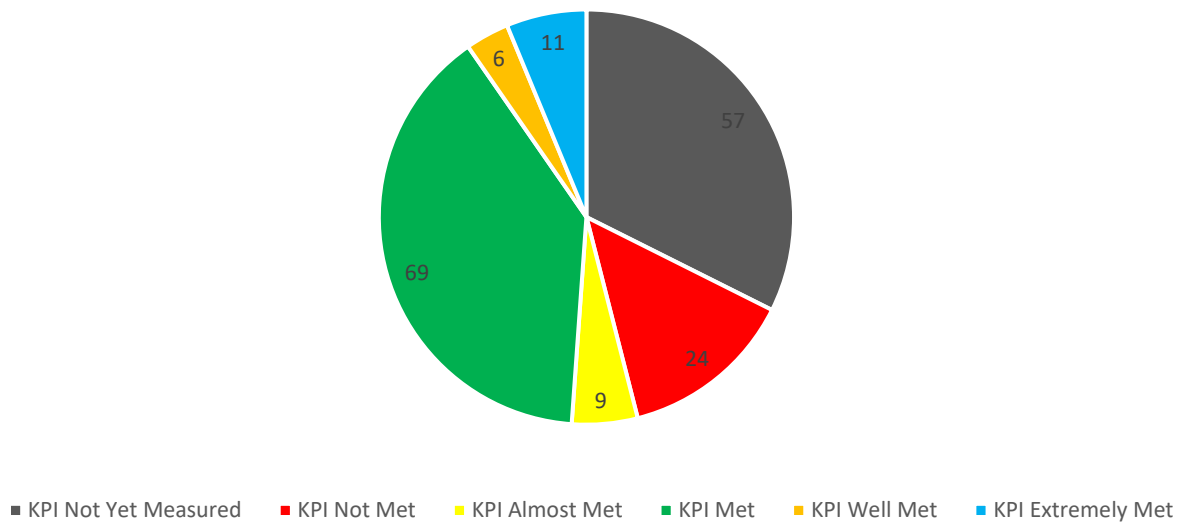
- 5.1 In terms of Section 72 (1) of the Municipal Finance Management Act, 56 of 2003, the accounting officer of a municipality must by 25 January of each year;
 - (a) assess the performance of the municipality during the first half of the financial year, taking into account-
 - (i) the monthly statements referred to in section 71 for the first half of the financial year;
 - (ii) the municipality's service delivery performance during the first half of the financial year, and the service delivery targets, and the performance indicators set in the service delivery and budget implementation plan;
 - (iii) the past year's annual report, and progress on resolving problems identified in the annual report; and
 - (iv) the performance of every municipal entity under the sole and shared control of the municipality, taking into account report in terms of section 88 from any such entity; and
 - (b) submit a report on such assessment to-
 - (i) the mayor of the municipality
 - (ii) the national treasury; and
 - (iii) the relevant provincial treasury
- 5.2 Thereafter, the mayor must, in terms of Section 54 (1)-
 - (a) consider the report
 - (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;

- (c) consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that the revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustment budget;
- (d) issue any appropriate instructions to the accounting officer to ensure-
 - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan; and
 - (ii) that spending of funds and revenue collection proceed in accordance with the budget;
- (e) identify any financial problems facing the municipality, including any emerging or impending financial problems; and
- (f) submit the report to the council by 31 January of each year

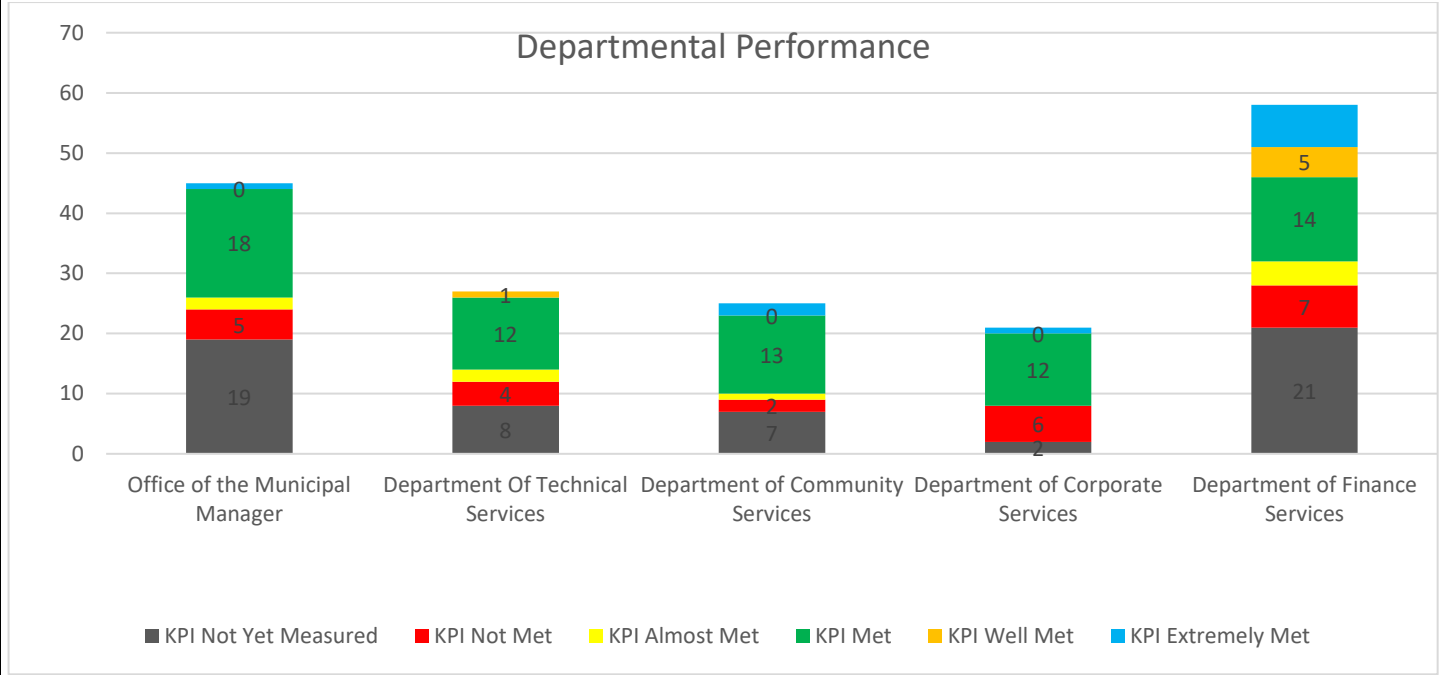
6. TOP-LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The below performance assessment is for a period of six month of the financial year, the first and the second quarters have been consolidated into a six month performance period as required by Section 72 of the Municipal Finance Management Act, 56 of 2003.

Indicator Performance



Measurement	Office of the Municipal Manager	Department of Technical Services	Department of Community Services	Department of Corporate Services	Department of Finance Services	Total
KPI Not Yet Measured	19 (42.22%)	8 (29.63%)	7 (28%)	2 (9.52%)	21 (36.21%)	57 (32.39%)
KPI Not Met	5 (11.11%)	4(14.81%)	2 (8%)	6 (28.57%)	7 (12.07%)	24 (13.64%)
KPI Almost Met	2 (4.44%)	2 (7.41%)	1 (4%)	0 (0%)	4 (6.88%)	9 (5.11%)
KPI Met	18 (40%)	12 (44.44%)	13 (52%)	12 (57.14%)	14 (24.15%)	69(39.20%)
KPI Well Met	0 (0%)	1 (3.71%)	0 (0%)	0 (0%)	5 (8.62%)	6 (3.41%)
KPI Extremely Met	1(2.23%)	0 (0%)	2 (8%)	1 (4.77%)	7 (12.07%)	11 (6.25%)
Total	45 (100%)	27 (100%)	25 (100%)	21 (100%)	58 (100%)	176 (100%)



On 31 December 2023, 69 of organisational performance targets-Top Layer of Service Delivery Targets set in Service Delivery Budget Implementation Plan for 2023/2024, have been met, 6 slightly above target and 11 significantly above the mid-year target. Out of the total of 176 indicators set for the mid-year, 57 were not for the period under review, which translated into only 119 targets set for the period.

Of the 119 targets set for the period under review, 24 targets were not met, and 9 targets were significantly below the target. An average percentage achievement of 72.26% against the mid-year key performance targets set has been recorded, reflecting an improvement when compared with the 2022/2023 mid-year where 67.42% of the targets were met.

6.1 MUNICIPAL MANAGER

6.1.1 BASIC SERVICES

Outcome Number	MMBS001	Annual Target		Actual
Key Focus Area	Infrastructure and sustainable living environments	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Climate Change Frameworks developed and approved by council for the Setsoto Local Municipality			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	None	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	None	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMBS002	Annual Target		Actual
Key Focus Area	Spatial planning development human settlement	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Spatial Development Framework			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMBS003	Annual Target		Actual
Key Focus Area	Spatial planning development human settlement	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of land use applications received and addressed by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		

Outcome Number	MMBS004	Annual Target		Actual
Key Focus Area	Spatial planning development human settlement	Annual	384	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of sites issued for human settlement in Clocolan and Hlohlolwane by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMBS005	Annual Target		Actual
Key Focus Area	Spatial planning development human settlement	Annual	2 000	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of sites issued for human settlement in Ficksburg, Caledon Park and Meqheleng by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMBS006	Annual Target		Actual
Key Focus Area	Fleet Management	Annual	4	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of tipper lorries procured			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

Outcome Number	MMBS007	Annual Target		Actual
Key Focus Area	Fleet Management	Annual	3	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of refuse compactor truck procured			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMBS008	Annual Target		Actual
Key Focus Area	Fleet Management	Annual	7	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Mahindra's procured			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMBS009	Annual Target		Actual
Key Focus Area	Fleet Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of lowbed procured			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

Outcome Number	MMBS010	Annual Target		Actual
Key Focus Area	Fleet Management	Annual	4	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of TLBs procured			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

6.1.2 LOCAL ECONOMIC DEVELOPMENT

Outcome Number	MMLED001	Annual Target		Actual
Key Focus Area	Economic Growth and Spatial Transformation	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage compliance to turn-around time maintained to consider building plan applications quarterly			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Outcome Number	MMLED002	Annual Target		Actual
Key Focus Area	Economic Growth and Spatial Transformation	Annual	6 month	N/A
		Quarter 1	6 months	6 months
		Quarter 2	6 months	6 months
Key Performance Indicator	Average turn-around time maintained to consider land use applications quarterly			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		

Outcome Number	MMLED003	Annual Target		Actual
Key Focus Area	Local Economic Development	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Local Economic Development Strategy developed, approved and implemented by council by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMLED004	Annual Target		Actual
Key Focus Area	Local Economic Development	Annual	5	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of socio-economic development opportunities identified and facilitated streamlining to Small Medium Macro Enterprise			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Outcome Number	MMLED005	Annual Target		Actual
Key Focus Area	Local Economic Development	Annual	300	N/A
		Quarter 1	129	129
		Quarter 2	129	129
Key Performance Indicator	Number of jobs created through municipality's local economic development initiatives and capital projects			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		

6.1.3 INSTITUTIONAL DEVELOPMENT

Outcome Number	MMIC001	Annual Target		Actual
Key Focus Area	Training and Development	Annual	1%	N/A
		Quarter 1	1%	0.03%
		Quarter 2	1%	0.03%
Key Performance Indicator	Percentage skills development levy against the municipal operating expenditure			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job	Ensuring that all employees are capacitated as per their personal development plan and Workplace Skills Plan		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job	Ensuring that all employees are capacitated as per their personal development plan and Workplace Skills Plan		
Outcome Number	MMIC002	Annual Target		Actual
Key Focus Area	Institutional Capacity	Annual	5	N/A
		Quarter 1	5	4
		Quarter 2	5	4
Key Performance Indicator	Number of senior managers positions filled			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Performance does not meet the standard expected for the job	Effective implementation of the Employment Equity targets		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Performance does not meet the standard expected for the job	Effective implementation of the Employment Equity targets		
Outcome Number	MMIC003	Annual Target		Actual
Key Focus Area	Institutional Capacity	Annual	100%	N/A
		Quarter 1	100%	0%
		Quarter 2	100%	0%
Key Performance Indicator	Percentage of critical vacant posts filled within three months			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job	Effective implementation of the Employment Equity targets		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job	Effective implementation of the Employment Equity targets		

6.1.4 FINANCIAL MANAGEMENT

Outcome Number	MMFM001	Annual Target		Actual
Key Focus Area	Financial Management	Annual	2	N/A
		Quarter 1	0.5	0
		Quarter 2	0.5	0
Key Performance Indicator	Annual Cost Coverage Ratio			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job The Performance Agreement of the Director Financial Services has set the target in the fourth quarter	Ensure that there is an alignment with the Performance Agreements of the Municipal Manager and that of the Director Financial Services		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job The Performance Agreement of the Director Financial Services has set the target in the fourth quarter	Ensure that there is an alignment with the Performance Agreements of the Municipal Manager and that of the Director Financial Services		
Outcome Number	MMFM002	Annual Target		Actual
Key Focus Area	Financial Management	Annual	1:5	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Annual Liquidity Ratio			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

Outcome Number	MMFM003	Annual Target		Actual
Key Focus Area	Financial Management	Annual	Unqualified	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Unqualified with matters of emphasis			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMFM004	Annual Target		Actual
Key Focus Area	Revenue Management	Annual	25%	N/A
		Quarter 1	25%	0%
		Quarter 2	25%	0%
Key Performance Indicator	Annual percentage of outstanding service debtors to revenue			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job The Performance Agreement of the Director Financial Services has set the target in the fourth quarter	Ensure that there is an alignment with the Performance Agreements of the Municipal Manager and that of the Director Financial Services		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job The Performance Agreement of the Director Financial Services has set the target in the fourth quarter	Ensure that there is an alignment with the Performance Agreements of the Municipal Manager and that of the Director Financial Services		

Outcome Number	MMFM005	Annual Target		Actual
Key Focus Area	Revenue Management	Annual	75%	N/A
		Quarter 1	18.75%	40%
		Quarter 2	37.50%	51%
Key Performance Indicator	Percentage collection rate maintained annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance far exceeds the standard expected of an employee at the level	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance far exceeds the standard expected of an employee at the level	Continue monitoring		
Outcome Number	MMFM006	Annual Target		Actual
Key Focus Area	Revenue Management	Annual	21.39%	N/A
		Quarter 1	5.34%	5.34%
		Quarter 2	10.69%	10.69
Key Performance Indicator	Percentage household earning less than R 4 200.00 per month with access to basic service delivery			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job	Continue monitoring		
Outcome Number	MMFM007	Annual Target		Actual
Key Focus Area	Financial Management	Annual	100%	N/A
		Quarter 1	25%	34%
		Quarter 2	50%	47%
Key Performance Indicator	The percentage of municipality's capital budget actually spent on projects, identified for a particular year in terms of the municipality's Integrated Development Plan			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance is significantly higher than standard expected in the job	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Performance is slightly lower than the standard expected in the job	Address the root causes of under performance		

Outcome Number	MMFM008	Annual Target		Actual
Key Focus Area	Supply Chain Management	Annual	3%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage annual procurement spent awarded to youth owned enterprise			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMFM009	Annual Target		Actual
Key Focus Area	Supply Chain Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage annual procurement spent awarded to local economic development			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMFM010	Annual Target		Actual
Key Focus Area	Assets, Equipment and Fleet Management	Annual	4%	N/A
		Quarter 1	1%	0%
		Quarter 2	2%	0%
Key Performance Indicator	Percentage of repairs and maintenance budget against the operational budget			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job The Performance Agreement of the Director Financial Services has set the target in the fourth quarter	Ensure that there is an alignment with the Performance Agreements of the Municipal Manager and that of the Director Financial Services		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not met	Performance does not meet the standard expected for the job The Performance Agreement of the Director Financial Services has set the target in the fourth quarter	Ensure that there is an alignment with the Performance Agreements of the Municipal Manager and that of the Director Financial Services		

6.1.5 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY

Outcome Number	MMGG001	Annual Target		Actual
Key Focus Area	Risk Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of quarterly Strategic and Operational Risk Register Reports submitted to council			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Outcome Number	MMGG002	Annual Target		Actual
Key Focus Area	Risk Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Risk Management Policies developed and approved by council by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMGG003	Annual Target		Actual
Key Focus Area	Risk Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Risk Assessment conducted by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

Outcome Number	MMGG004	Annual Target		Actual
Key Focus Area	Risk Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Fraud Prevention Policy developed and approved by council by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMGG005	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Internal Audit Plan developed and approved by Audit Committee by 31 August 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMGG006	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of Audit Committee meetings held by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		

Outcome Number	MMGG007	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Audit and Performance Audit Committee Charter developed and approved by 31 August 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMGG008	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports on the implementation of Internal Audit Plan issued by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Outcome Number	MMGG009	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports on implementation of Internal Audit findings by management by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		

Outcome Number	MMGG010	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports issued on the implementation of Auditor General of South Africa audit findings on the Audit Report 2022/223 by management by June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Outcome Number	MMGG011	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	2	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Audit Action Plan developed to address Auditor General of South Africa Audit Findings on Audit Report 2022/2023 and submitted to council for approval on or before 31 January 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

5.1.1.6 PUBLIC PARTICIPATION

Outcome Number	MMPP001	Annual Target		Actual
Key Focus Area	Integrated Development Planning	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Integrated Development Review Process Plan 2023/2024 adopted by council by 31 August 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMPP003	Annual Target		Actual
Key Focus Area	Integrated Development Planning	Annual	1	N/A
		Quarter 1	N/A	N/A
Key Performance Indicator	Number of reviewed Draft Integrated Development Plan 2024/2025 adopted by council by 31 March 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMPP004	Annual Target		Actual
Key Focus Area	Performance Management and Development System	Annual	1	N/A
		Quarter 1	1	1
Key Performance Indicator	Number of Service Delivery and Budget Implementation Plan 2024/2025 developed and submitted to the Executive Mayor for approval by 14 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

Outcome Number	MMPP005	Annual Target		Actual
Key Focus Area	Performance Management and Development System	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements for the financial year 2023/2024-with its Annexures, developed and signed between the Executive Mayor and the Municipal Manager by 30 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		
Outcome Number	MMPP006	Annual Target		Actual
Key Focus Area	Performance Management and Development System	Annual	5	N/A
		Quarter 1	5	5
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements for the financial year 2023/2024-with its Annexures, developed and signed between the Municipal Manager and Senior Managers by 30 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		

Outcome Number	MMPP007	Annual Target		Actual
Key Focus Area	Performance Management and Development System	Annual	8	N/A
		Quarter 1	8	8
		Quarter 1	N/A	N/A
Key Performance Indicator	Number of Performance Agreements for the financial year 2023/2024-with its Annexures, developed and signed between the Municipal Manager and Managers and Supervisors in the Office of the Municipal Manager by 30 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measures	The Key performance indicator not applicable for the quarter under review	Ensure that targets are achieved within the required timeframe		

6.2 DIRECTOR TECHNICAL SERVICES

6.2.1 BASIC DELIVERY

Key Performance Area	Basic Service			
Outcome Number	DTBS001	Annual Target		Actual
Key Focus Area	Water and Sanitation Infrastructure	Annual	71%	N/A
		Quarter 1	71%	71%
		Quarter 2	71%	71%
Key Performance Indicator	Percentage of households with access to basic sanitation			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	Performance fully meets the standard expected in all areas of the job.	Continue monitoring		
Key Performance Area	Basic Service			
Outcome Number	DTBS002	Annual Target		Actual
Key Focus Area	Water and Sanitation Infrastructure	Annual	100%	N/A
		Quarter 1	100%	98%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of household with access to basic water supply			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target almost met	Unserviced Ervens	A project to install stand pipes is underway in Senekal		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target almost met	Unserviced Ervens	A project to install stand pipes is underway in Senekal		
Key Performance Area	Basic Service			
Key Performance Area	Basic Service			
Outcome Number	DTBS003	Annual Target		Actual
Key Focus Area	Electricity, Energy Efficiency and Renewable Energy	Annual	100%	N/A
		Quarter 1	100%	96%
		Quarter 2	100%	96%
Key Performance Indicator	Percentage of household with access to basic electricity supply			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Performance slightly below the target	Ensure that all targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Performance slightly below the target None	Ensure that all targets are met within the required timeframe		

Outcome Number	DTBS004	Annual Target		Actual
Key Focus Area	Water and Sanitation Infrastructure	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of awareness on water conservation and demand management conducted annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Key Performance Area	Basic Service			
Outcome Number	DTBS005	Annual Target		Actual
Key Focus Area	Electricity, Energy Efficiency and Renewable Energy	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of public awareness on energy savings and efficiency conducted annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Key Performance Area	Basic Service			
Outcome Number	DTBS006	Annual Target		Actual
Key Focus Area	Roads and Stormwater Infrastructure	Annual	3.3km	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of kilometre of gravel roads converted to paving/surfaced roads annually.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Key Performance Area	Basic Service			
Outcome Number	DTBS007	Annual Target		Actual
Key Focus Area	Fleet Management	Annual	50	N/A
		Quarter 1	25	11
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of White and Yellow vehicles Serviced.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not met	The vehicles are serviced as per serviced as and when required, depending on the level of usage	Service the vehicles as and when required		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		

Key Performance Area	Basic Service			
Outcome Number	DTBS008	Annual Target		Actual
Key Focus Area	Planning and Property Development	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	0
Key Performance Indicator	Number of Municipal Planning Tribunal Seating held			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Performance does not meet the required standard	Address the root cause of underperformance		
Key Performance Area	Basic Service			
Outcome Number	DTBS009	Annual Target		Actual
Key Focus Area	Planning and Property Development	Annual	2	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of New Townships Developed and Proclaimed			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Key Performance Area	Basic Service			
Outcome Number	DTBS010	Annual Target		Actual
Key Focus Area	Planning and Property Development	Annual	4	N/A
		Quarter 1	N/A	N/A
		Quarter 2	1	3
Key Performance Indicator	Number of ablution facilities renovated in all four towns of the municipality			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Key Performance Area	Basic Service			
Outcome Number	DTBS011	Annual Target		Actual
Key Focus Area	Planning and Property Development	Annual	4	N/A
		Quarter 1	N/A	N/A
		Quarter 2	1	1
Key Performance Indicator	Number of community halls renovated within the four towns of the municipality			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		

6.2.2 LOCAL ECONOMIC DEVELOPMENT

Outcome Number	DTFLED001		Annual Target		Actual
Key Focus Area	Local Economic Development		Annual	2	N/A
			Quarter 1	N/A	N/A
			Quarter 2	1	2
Key Performance Indicator	Number of public awareness on contractor development				
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures					
Level of achievement Quarter 1	Reasons for the variance		Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter		Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance		Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter		Ensure that targets are achieved within the required timeframe		
Key Performance Area	Local Economic Development				
Outcome Number	DTFLED002		Annual Target		Actual
Key Focus Area	Local Economic Development		Annual	11	N/A
			Quarter 1	N/A	N/A
			Quarter 2	N/A	N/A
Key Performance Indicator	Number of local sub-contractors appointed				
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures					
Level of achievement Quarter 1	Reasons for the variance		Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter		Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance		Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter		Ensure that targets are achieved within the required timeframe		

6.2.3 INSTITUTIONAL CAPACITY

Key Performance Area	Institutional Capacity			
Outcome Number	DTIC001	Annual Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	20	N/A
		Quarter 1	5	0
		Quarter 2	5	0
Key Performance Indicator	Number of performance appraisals for all managers conducted annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	No appraisals for the Annual Performance Report 2022/2023 we conducted in the first quarter	Ensure that appraisals are conducted within the required timeframes as per legislation and signed performance agreements		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	No appraisals for First Quarter Report 2023/2024 we conducted in the second quarter	Ensure that appraisals are conducted within the required timeframes as per legislation and signed performance agreements		
Key Performance Area	Institutional Capacity			
Outcome Number	DTIC002	Annual Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	5	N/A
		Quarter 1	5	5
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Director and Managers within the department annually by the 31 August 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target was already achieved in the first quarter	Monitor the implementation of the performance agreement		
Key Performance Area	Institutional Capacity			
Outcome Number	DTIC003	Annual Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Municipal Manager and the Director within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	Target was for the first quarter	Monitor the implementation of the performance agreement Closed		
Key Performance Area	Institutional Capacity			

Outcome Number	DTIC004	Annual Target		Actual
Key Focus Area	Employee Development	Annual	81	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of accredited trainings conducted on Water Management, Roads and Stormwater Infrastructure, Labour Intensive Construction and Professional Registrations			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	The target is set for 4th Quarter	Ensure that targets are achieved within the required timeframe		

6.2.4 FINANCIAL MANAGEMENT

Key Performance Area	Financial Management			
Outcome Number	DTFM001	Annual Target		Actual
Key Focus Area	Financial Management	Annual	43%	N/A
		Quarter 1	43%	24%
		Quarter 2	43%	47%
Key Performance Indicator	Percentage water losses annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	The norm is 30% and the municipality fell 6% of the norm	Ensure that the municipality enhances its internal controls to ensure that it keeps water losses as low as possible		
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The norm is 30% and the municipality fell 6% of the norm	Ensure that the municipality enhances its internal controls to ensure that it keeps water losses as low as possible		
Key Performance Area	Financial Management			
Outcome Number	DTFM002	Annual Target		Actual
Key Focus Area	Financial Management	Annual	12%	N/A
		Quarter 1	12%	7%
		Quarter 2	12%	6%
Key Performance Indicator	Percentage electricity losses annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	The norm is 15% and the municipality fell 9% of the norm	Ensure that the municipality enhances its internal controls to ensure that it keeps electricity losses as low as possible within the normative losses consisting of technical losses, own consumption of electricity by substation and commercial losses-set standard - no more than 5%		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	The norm is 15% and the municipality fell 9% of the norm	Ensure that the municipality enhances its internal controls to ensure that it keeps electricity losses as low as possible within the normative losses consisting of technical losses, own consumption of electricity by substation and commercial losses-set standard - no more than 5%		

Key Performance Area	Financial Management			
Outcome Number	DTFM003	Annual Target		Actual
Key Focus Area	Financial Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of Municipal Infrastructure Grant (MIG) quarterly reports			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Key Performance Area	Financial Management			
Outcome Number	DTFM004	Annual Target		Actual
Key Focus Area	Financial Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Regional Bulk Infrastructure Grant (RBIG) Quarterly reports			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Key Performance Area	Financial Management			
Outcome Number	DTFM005	Annual Target		Actual
Key Focus Area	Financial Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Water Services Infrastructure Grant (WSIG) Quarterly reports			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		

6.2.5 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY

Key Performance Area	Good Governance, Transparency and Accountability			
Outcome Number	DTGG001	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports on implementation of Internal Audit Plan issued by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		

Outcome Number	DTGG002	Annual Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 1	1	1
Key Performance Indicator	Number of reports issued on implementation of Internal Audit findings by management by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Outcome Number	DTGG003	Annual Target		Actual
Key Focus Area	External Audit	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Audit Action Plan developed to address Auditor General of South Africa Audit Findings on the Audit Report 2022/2023 and submitted to council for approval on or before 31 January 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	N/A	Ensure that targets are achieved within the required timeframe		
Outcome Number	DTGG004	Annual Target		Actual
Key Focus Area	External Audit	Annual	2	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of reports issued on implementation of Auditor General of South Africa audit findings on the Audit Report 2022/2023 by management by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Indicator not yet measured	N/A	Ensure that targets are achieved within the required timeframe		
Outcome Number	DTGG005	Annual Target		Actual
Key Focus Area	Risk Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of Strategic Risk Register implemented and updated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and remedial measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target met	None	Continue monitoring		
Reported on but not in the performance agreement				

6.3 DIRECTOR COMMUNITY SERVICES

6.3.1 BASIC SERVICES

Outcome Number	DCBS001	Target		Actual
Key Focus Area	Solid waste management	Annual	100%	N/A
		Quarter 1	100%	99,10%
		Quarter 2	100%	98%
Key Performance Indicator	Percentage of households with access to basic solid waste removal at least once a week			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met				
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Compactor for Ficksburg was out of service from 18-21/12/2023	To procure new compactor		
Outcome Number	DCBS002	Target		Actual
Key Focus Area	Parks, sports and Recreation	Annual	7	N/A
		Quarter 1	7	7
		Quarter 2	7	7
Key Performance Indicator	Number of parks managed annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCBS003	Target		Actual
Key Focus Area	Safety and Security	Annual	40	N/A
		Quarter 1	10	10
		Quarter 2	10	11
Key Performance Indicator	Number of roadblocks and projects conducted			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCBS004	Target		Actual
Key Focus Area	Disaster management	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of compliance with the required attendance time for structural and veld fighting incidents			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

Outcome Number	DCBS005	Target		Actual
Key Focus Area	Disaster management	Annual	2	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of fire engines procured			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		

6.3.2 LOCAL ECONOMIC DEVELOPMENT

Outcome Number	DCLE001	Target		Actual
Key Focus Area	Local Economic Development	Annual	80	N/A
		Quarter 1	20	52
		Quarter 2	20	21
Key Performance Indicator	Number of people assisted through agricultural development initiatives undertaken specifically targeting youth and women annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCLE002	Target		Actual
Key Focus Area	Local Economic Development	Annual	50	N/A
		Quarter 1	0	16
		Quarter 2	25	0
Key Performance Indicator	Number of crafters assisted to participate in exhibition and workshops annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met				
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Crafters' participation in exhibitions is linked to festivals taking place and unfortunately municipality could not financially assist, and this did not happen	Activity is largely dependent on others taking place. Will be reviewed in the next quarter.		

Outcome Number	DCLES003	Target		Actual
Key Focus Area	Local Economic Development	Annual	300	N/A
		Quarter 1	75	79
		Quarter 2	75	120
Key Performance Indicator	Number of office walk-ins by Small Medium Macro Enterprises, Street Traders, Cooperatives, Non-governmental Organisations and Non-profit Organisations for assistance, advice, referrals for financing, skills development, and registrations annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance slightly above target	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above target	Continue monitoring		
Outcome Number	DCLE004	Target		Actual
Key Focus Area	Local Economic Development	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	1	1
Key Performance Indicator	Number of Service Level Agreements signed between the municipality and SEDA to service Ficksburg			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	None	Ensure that targets are achieved within the required time frame		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

6.3.3 INSTITUTIONAL CAPACITY

Outcome Number	DCIC001	Target		Actual
Key Focus Area	Monitoring, Evaluation and Performance Management and Development System	Annual	16	N/A
		Quarter 1	4	0
		Quarter 2	4	0
Key Performance Indicator	Number of appraisal reports conducted annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The annual performance appraisals were not conducted in the first quarter of 2023/2024	Ensure that performance appraisals are conducted as per clause 7.1 of the performance agreements and laws and regulations		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The first quarter performance appraisals were not conducted in the second quarter of 2023/2024	Ensure that performance appraisals are conducted as per clause 7.1 of the performance agreements and laws and regulations		

Outcome Number	DCIC002	Target		Actual
Key Focus Area	Monitoring, Evaluation and Performance Management and Development System	Annual	3	N/A
		Quarter 1	3	3
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Director and Managers within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measured for the period under review	Target already achieved in the first quarter	Continuous implementation and monitoring of the performance agreements		
Outcome Number	DCIC003	Target		Actual
Key Focus Area	Monitoring, Evaluation and Performance Management and Development System	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Municipal Manager and the Director within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measured for the period under review	Target already achieved in the first quarter	Continuous implementation and monitoring of the performance agreements		
Outcome Number	DCIC004	Target		Actual
Key Focus Area	Employee Development	Annual	16	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of accredited trainings conducted on Environmental and Waste Management, Public Safety and Professional Registration			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		

6.3.4 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY

Outcome Number	DCGG001	Target		Actual
Key Focus Area	Policies, Processes and Procedures	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of departmental meetings attended annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCGG002	Target		Actual
Key Focus Area	Environmental Health	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Integrated Waste Management Plans reviewed and approved by the 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Outcome Number	DCGG003	Target		Actual
Key Focus Area	Environmental Health	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Integrated Environmental Management Plans reviewed and approved by the 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		

Outcome Number	DCGG004	Target		Actual
Key Focus Area	Safety and Security	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Traffic Operational Plan compiled and approved by the 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Outcome Number	DCGG005	Target		Actual
Key Focus Area	Disaster Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Disaster Management Plan reviewed and approved			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Outcome Number	DCGG006	Target		Actual
Key Focus Area	Spatial Planning	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Informal Trade Plan and Management Policy developed and approved			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		

Outcome Number	DCGG007	Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports issued on implementation of Internal Audit findings by management by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCGG008	Target		Actual
Key Focus Area	Internal Audit	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports issued on implementation of Auditor General of South Africa audit findings on the Audit Report 2021/2022 by management by 30 June 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCGG009	Target		Actual
Key Focus Area	Internal Audit	Annual	2	N/A
		Quarter 1	N/A	N/A
		Quarter 2	1	1
Key Performance Indicator	Number of Audit Action Plan developed to address Auditor General of South Africa Audit Findings on the Audit Report 2022/2023 and submitted to council for approval on or before 31 January 2024			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Yet Measured	N/A	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	N/A	Continue monitoring		
Outcome Number	DCGG0010	Target		Actual
Key Focus Area	Risk Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of strategic risk register implemented and updated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

6.3.5 GOOD PUBLIC PARTICIPATION

Outcome Number	DCPP001	Target		Actual
Key Focus Area	Stakeholder Participation	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	3
Key Performance Indicator	Number of Cross Border Crime Prevention Forum meeting attended annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	None	Continue monitoring		

Outcome Number	DCPP001	Target		Actual
Key Focus Area	Stakeholder Participation	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of reports on sport programmes implemented			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

6.4 DIRECTOR CORPORATE SERVICES

6.4.1 INSITUTIONAL CAPACITY

Outcome Number	DCOIC001	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	20	N/A
		Quarter 1	5	-
		Quarter 2	5	-
Key Performance Indicator	Number of Performance appraisals for all managers conducted annually			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	No reviews were conducted during the period under review	To ensure that clause 7.1 of the Performance Agreement is implemented as required		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	No reviews were conducted during the period under review	To ensure that clause 7.1 of the Performance Agreement is implemented as required		
Outcome Number	DCOIC002	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	5	N/A
		Quarter 1	5	4
		Quarter 2	-	1
Key Performance Indicator	Number of Performance Agreements signed between the Director and Managers within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Performance Agreement with Legal Manager not signed	The matter has been referred to the Municipal Manager		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	Outstanding Performance Agreement with Legal Manager	Continue implementing and monitoring		
Outcome Number	DCOIC003	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Municipal Manager and the Director within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue implementing and monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measured for the period under review	N/A	N/A		

Outcome Number	DCOIC004	Target		Actual
Key Focus Area	Human Resources and Skills Development	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of critical vacant position filled within three months of the position becoming vacant: <ul style="list-style-type: none"> • Manager Environmental Management • Manager local Economic Development • Manager Public Safety • Process Controllers • Operators • Labourers-Water and Sewer • Labourers-Roads and Stormwater • Labourers-Waste management 			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCOIC005	Target		Actual
Key Focus Area	Skills Development	Annual	1	N/A
		Quarter 1	-	-
		Quarter 2	-	-
Key Performance Indicator	Number of Workplace Skills Plan developed and approved			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	Fourth Quarter target	Target will be achieved in the fourth quarter		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	Fourth Quarter target	Target will be achieved in the fourth quarter		
Outcome Number	DCOIC006	Target		Actual
Key Focus Area	Employment Equity	Annual	20%	N/A
		Quarter 1	5%	0%
		Quarter 2	5%	0%
Key Performance Indicator	Percentage of employment equity target groups employed in the three highest levels of management in compliance with the Municipality's Employment Equity Plan			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Not recruiting adequately, they in the 3 highest levels of Management	Effective implementation of the Employment Equity targets		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Not recruiting adequately, they in the 3 highest levels of Management	Effective implementation of the Employment Equity targets		

Outcome Number	DCOIC007	Target		Actual
Key Focus Area	Employee Wellness	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of wellness programmes implemented			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCOIC009	Target		Actual
Key Focus Area	Human Resources and Skills Development	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of health and safety awareness programmes implemented at the workplace			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCOIC0010	Target		Actual
Key Focus Area	Monitoring, Evaluation and Performance Management and Development Systems	Annual	4	N/A
		Quarter 1	0	0
		Quarter 2	0	0
Key Performance Indicator	Number of appraisal reports complied and submitted to council quarterly			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	None	None		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	2 nd Quarter Appraisals will go to Council	Continuous submit appraisal reports as compiled through clause 7.1 of the Performance Agreements		

6.4.2 FINANCIAL MANAGEMENT

Key Performance Area	Financial Management			
Outcome Number	DCOFM001	Target		Actual
Key Focus Area	Revenue and Expenditure Management	Annual	50%	N/A
		Quarter 1	10%	90%
		Quarter 2	15%	73%
Key Performance Indicator	Percentage to which planned Workplace Skills Plan programmes are implemented and achieved.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	More programmes than what initially planned for implemented	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	More programmes than what initially planned for implemented	Continue monitoring		

Outcome Number	DCOFM002	Target		Actual
Key Focus Area	Payroll Administration	Annual	12	N/A
		Quarter 1	3	3
		Quarter 2	3	3
Key Performance Indicator	Number of payroll processed on or before the 25 of each month			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCOFM003	Target		Actual
Key Focus Area	Financial Management	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of third parties paid on or before the 03 of each month			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	All third parties are loaded for payment before 03 of every month	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	All third parties are loaded for payment before 03 of every month	Continue monitoring		

6.4.3 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY

Outcome Number	DCGG001	Target		Actual
Key Focus Area	Governance Structures	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of departmental meetings held annually with Divisional Managers			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

Outcome Number	DCGG002	Target		Actual
Key Focus Area	External audit	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of progress reports on the implementation of the external Audit Action Plan for 2022/2023 and submitted to council for approval on or before 31 January 2024.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	None	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	None	Ensure that targets are achieved within the required timeframe		
Outcome Number	DCGG003	Target		Actual
Key Focus Area	External audit	Annual	5	N/A
		Quarter 1	-	-
		Quarter 2	-	-
Key Performance Indicator	Percentage of progress reports on the implementation of the external audit Action Plan for 2022/2023 audit report.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not applicable yet	None	Ensure that targets are achieved within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not applicable yet	None	Ensure that targets are achieved within the required timeframe		
Outcome Number	DCGG004	Target		Actual
Key Focus Area	Internal Audit	Annual	100%	N/A
		Quarter 1	100%	14%
		Quarter 2	100%	87%
Key Performance Indicator	Percentage of progress reports on the implementation of the internal audit Action Plan for 2022/2023 audit report.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Communications for audit findings not being responded to within timeframe	Address audit findings timeously to curb against recurring audit findings		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Communications for audit findings not being responded to within timeframe	Address audit findings timeously to curb against recurring audit findings		
Outcome Number	DCGG005	Target		Actual
Key Focus Area	Risk Management	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of corporate services strategic risks mitigated to an acceptable level			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

Outcome Number	DCGG006	Target		Actual
Key Focus Area	Risk Management	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of financial management fraud risks mitigated to an acceptable level			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DCGG007	Target		Actual
Key Focus Area	Labour Relations	Annual	8	N/A
		Quarter 1	50%	38%
		Quarter 2	50%	33%
Key Performance Indicator	Percentage reduction in Disciplinary Hearings			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	<ul style="list-style-type: none"> Recusal of the Presiding Officer and Initiator of two disciplinary hearings. Postponements as the results of non-availability of the Presiding Officer due to work-related commitments. Set-down dates that clashed with the set-down dates for court-proceedings. On External Matters South African Local Government Bargaining Council, Commission of Conciliation, Mediation and Arbitration and Labour Court are the ones responsible for set-down matters. 	<ul style="list-style-type: none"> The new Presiding Officer and Initiator to be appointed. The new Presiding Officer has been appointed to replace the initial one. 		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	<ul style="list-style-type: none"> Recusal of the Presiding Officer and Initiator of two disciplinary hearing. Postponements as the results of non-availability of the Presiding Officer due to work-related commitments. Set-down dates that clashed with the set-down dates for court-proceedings. On External Matters South African Local Government, Commission of Conciliation, Mediation and Arbitration and Labour Court are the ones responsible for set-down matters. 	<ul style="list-style-type: none"> The new Presiding Officer and Initiator to be appointed. The new Presiding Officer has been appointed to replace the initial one. 		

Outcome Number	DCGG008	Target		Actual
Key Focus Area	Labour Relations	Annual	12	N/A
		Quarter 1	3	1
		Quarter 2	3	1
Key Performance Indicator	Number of Local Labour Forum meeting held.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Trade Union particularly Independent Municipal and Allied Trade Union took long to complete the process of electing new shop stewards to replace those who resigned. This made it impossible to have a quorum as per sub-clause 11.8.1.6 of South African Local Government Bargaining Council Main Collective Agreement ones responsible for set-down matters.	To ensure compliance with sub-clause 11.8.3.5 of South African Local Government Bargaining Council Main Collective Agreement, the Local Labour Forum should adopt "Programme of Activities" that will guide monthly convening of Local Labour Forum meetings.		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Trade Union particularly Independent Municipal Allied Trade Union took long to complete the process of electing new shop stewards to replace those who resigned. This made it impossible to have a quorum as per sub-clause 11.8.1.6 of SALGBC Main Collective Agreement ones responsible for set-down matters.	To ensure compliance with sub-clause 11.8.3.5 of South African Local Government Bargaining Council Main Collective Agreement, the Local Labour Forum should adopt "Programme of Activities" that will guide monthly convening of Local Labour Forum meetings.		
Outcome Number	DCGG009	Target		Actual
Key Focus Area	Legal Services and Contract Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of updates on litigations and private claims register			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

6.5 CHIEF FINANCIAL OFFICER

6.5.1 BASIC SERVICES

Outcome Number	DFBS001	Target		Actual
Key Focus Area	Basic service delivery	Annual	4 000	N/A
		Quarter 1	1 000	2 599
		Quarter 2	2 000	5 578
Key Performance Indicator	Number of indigent households registered in the Indigent Register for the bi-annual registration period from 01/07/2023 to 30/06/2025 [target for 2023/24]			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Target exceeded with more than 100%	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Target exceeded with more than 100%	Continue monitoring		
Outcome Number	DFBS002	Target		Actual
Key Focus Area	Basic service delivery	Annual	100%	N/A
		Quarter 1	20%	9.73%
		Quarter 2	40%	23.89%
Key Performance Indicator	Percentage of municipality's Free Basic Service's budget spent on provision of Free Basic Services to registered indigent households [indigent relief for free basic services]			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	<ul style="list-style-type: none"> When the budget allocation of R 38.9 million was made, this was based on the registered indigent households, which were approximately 7 000 at that stage [around March 2023]. However, that register had to be started afresh for the 2024/25 financial year and the registered households as at end of December 2023 was 5 578. 	<ul style="list-style-type: none"> The budget allocation will be reviewed with the adjustment budget during February 2024. Key Performance Indicators development was not Specific, Measurable, Achievable, Realistic and Timebound, as it did not consider the processes of re-registration of indigent household 		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	<ul style="list-style-type: none"> When the budget allocation of R 38.9 million was made, this was based on the registered indigent households, which were approximately 7 000 at that stage [around March 2023]. However, that register had to be started afresh for the 2024/25 financial year and the registered households as at end of December 2023 was 5 578. 	<ul style="list-style-type: none"> The budget allocation will be reviewed with the adjustment budget during February 2024. Key Performance Indicators development was not Specific, Measurable, Achievable, Realistic and Timebound, as it did not consider the processes of re-registration of indigent household 		

Outcome Number	DFBS003	Target		Actual
Key Focus Area	Basic service delivery	Annual	95%	N/A
		Quarter 1	95%	64.44%
		Quarter 2	95%	100%
Key Performance Indicator	Percentage of Formal Written Price Quotation finalised within 10 working days from the closing date for submission of quotations to improve service delivery.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	Target for the first three months of the year were not met	Ensure that Formal Written Price Quotations for the period under review are finalised within 10 working days		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	Target for the first three months of the year were not met, although the targets for the last three months of the period under review was met, the target for the six months was almost met	Ensure that Formal Written Price Quotations for the period under review are finalised within 10 working days		
Outcome Number	DFBS004	Target		Actual
Key Focus Area	Basic service delivery	Annual	95%	N/A
		Quarter 1	95%	100%
		Quarter 2	95%	100%
Key Performance Indicator	Percentage of capital projects funded under conditional grants-Municipal Infrastructure Grant, Regional Bulk Infrastructure Grant and Water Services Infrastructure Grant paid within 30 working days of receipt of invoice.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	None	Continue monitoring		

6.5.2 LOCAL ECONOMIC DEVELOPMENT

Outcome Number	DFLED001	Target		Actual
Key Focus Area	Local Economic Development	Annual	1	N/A
		Quarter 1	1	0
		Quarter 2	N/A	1
Key Performance Indicator	Conduct one workshops for local Small Medium Macro Enterprise on Supply Chain Management and Preferential Procurement Policies			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The Chief Financial Officer was directed not to proceed with the workshop by the Employer Representative during the first quarter when the target was applicable. The target was then shifted to second quarter and subsequently achieved.	This cannot be regarded as underperformance, as measures were put in place to achieve the target by the set date and the Employee was directed not to proceed with the workshop. The workshop which was applicable in the first quarter was deferred to second quarter where it has been achieved.		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measured for the period under review	None	N/A		
Outcome Number	DFLED002	Target		Actual
Key Focus Area	Local Economic Development	Annual	70%	N/A
		Quarter 1	70%	71.90%
		Quarter 2	70%	79.55%
Key Performance Indicator	Allocate 70% of the procurement of goods and services between R10 000 and R30 000 to local Small Medium Macro Enterprise.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance slightly above the target	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance slightly above the target	Continue monitoring		
Outcome Number	DFLED003	Target		Actual
Key Focus Area	Local Economic Development	Annual	80%	
		Quarter 1	80%	91.3%
		Quarter 2	80%	99.0%
Key Performance Indicator	Percentage of creditors physically residing within the municipal area paid within 30 days of receipt of relevant invoice / statements [and all other supporting documentation].			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance slightly above the target	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance slightly above the target	Continue monitoring		

6.5.3 INSTITUTIONAL CAPACITY

Outcome Number	DFIC001	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Municipal Manager and the Director within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring the implementation of the performance agreement		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measured for the period under review	None	Continue monitoring the implementation of the performance agreement		
Outcome Number	DFIC002	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	5	N/A
		Quarter 1	5	5
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Performance Agreements signed between the Director and Divisional Managers within the department annually by the 31 July 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring the implementation of the performance agreement		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measured for the period under review	None	Continue monitoring the implementation of the performance agreement		
Outcome Number	DFIC003	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	20	N/A
		Quarter 1	5	0
		Quarter 2	5	0
Key Performance Indicator	Number of performance appraisals for all managers conducted annually for each quarter of the 2023/24 financial year.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The annual performance assessment for 2022/2023 was not done in the first quarter as per legislation	Ensure compliance to laws and regulations		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The first quarter performance assessment was not conducted in the second quarter as per legislation	Ensure compliance to laws and regulations		

Outcome Number	DFIC004	Target		Actual
Key Focus Area	Monitoring and Evaluation and Performance Management and Development System	Annual	5	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of officials trained on Municipal Financial Management Program			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		

6.5.4 FINANCIAL MANAGEMENT

Outcome Number	DFFM001	Target		Actual
Key Focus Area	Asset Management	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of GRAP compliant Fixed Asset Register [2022/23] compiled and submitted to the Auditor General of South Africa by 31 August 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Outcome Number	DFFM002	Target		Actual
Key Focus Area	Asset Management	Annual	12	N/A
		Quarter 1	3	3
		Quarter 2	3	3
Key Performance Indicator	Number of reports on 'asset additions' for the 2023/24 financial year			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

Outcome Number	DFFM003	Target		Actual
Key Focus Area	Budget and Financial Reporting Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of funded annual budget compiled by the municipality for the 2024/2025 financial year.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Outcome Number	DFFM004	Target		Actual
Key Focus Area	Budget and Financial Reporting Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of funded adjustment budget compiled by the municipality for the 2023/24 financial year.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Outcome Number	DFFM005	Target		Actual
Key Focus Area	Budget and Financial Reporting Management	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of GRAP compliant Annual Financial Statements [2022/2023] compiled and submitted to the Auditor General of South Africa by 31 August 2023			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		

Outcome Number	DFFM006	Target		Actual
Key Focus Area	Expenditure Management	Annual	600 000	N/A
		Quarter 1	150 000	5 201.42
		Quarter 2	150 000	300.50
Key Performance Indicator	Amount reduced of current year Fruitless and wasteful expenditure to not more than R 600 000 - transactions for 2023/24 financial year			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above target	Adherence to the Procurement Policy requirements		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above target	Adherence to the Procurement Policy requirements		
Outcome Number	DFFM007	Target		Actual
Key Focus Area	Expenditure Management	Annual	12	N/A
		Quarter 1	3	3
		Quarter 2	3	3
Key Performance Indicator	Number of reports on MFMA Sec. 11 [withdrawals report]			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DFFM008	Target		Actual
Key Focus Area	Revenue Management	Annual	75%	N/A
		Quarter 1	25%	40%
		Quarter 2	48%	55%
Key Performance Indicator	Percentage payment rate on the billed revenue			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Strict implementation of Debt Collection and Credit Control Policy	Continue to implement Revenue Enhancement Strategy		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Strict implementation of Debt Collection and Credit Control Policy	Continue to implement Revenue Enhancement Strategy		

Outcome Number	DFFM009	Target		Actual
Key Focus Area	Supply Chain Management	Annual	95%	N/A
		Quarter 1	18%	27%
		Quarter 2	46%	55%
Key Performance Indicator	Percentage spending on the approved operating expenditure budget			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	None adherence to cost containment measures	Adherence to cost containment measures		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	None adherence to cost containment measures	Adherence to cost containment measures		
Outcome Number	DFFM010	Target		Actual
Key Focus Area	Supply Chain Management	Annual	4 000 000	N/A
		Quarter 1	1 000 000	672 454.10
		Quarter 2	1 000 000	2 528 930
Key Performance Indicator	Reduction of current year irregular expenditure amount to not more than R 4 million-transactions for 2023/24 financial year			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	There are deviations which were declared as Irregular Expenditure by AGSA during the 2023 audit cycle, due to the fact that the fleet / vehicles of the municipality are not subjected to planned maintenance / service.	The Fleet Division should ensure that vehicles are services to avoid breakdown which end up being regarded as Irregular Expenditure. This corrective measure falls outside the ambit of the CFO [as the CFO only reports on occurrence]. To deal with the root cause, the matter should be addressed in Fleet Division / Engineering Services.		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	There are deviations which were declared as Irregular Expenditure by AGSA during the 2023 audit cycle, due to the fact that the fleet / vehicles of the municipality are not subjected to planned maintenance / service.	The Fleet Division should ensure that vehicles are services to avoid breakdown which end up being regarded as Irregular Expenditure. This corrective measure falls outside the ambit of the CFO [as the CFO only reports on occurrence]. To deal with the root cause, the matter should be addressed in Fleet Division / Engineering Services.		
Outcome Number	DFFM011	Target		Actual
Key Focus Area	Supply Chain Management	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of quarterly reports on the implementation of the Supply Chain Management policy			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

6.5.5 FINANCIAL RATIOS

Outcome Number	DFDR001	Target		Actual
Key Focus Area	Financial Management	Annual	12%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage capital expenditure to total expenditure			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR002	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Repairs and maintenance as a percentage property, plant and equipment, investment property and intangible assets -carrying value			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR003	Target		Actual
Key Focus Area	Financial Management	Annual	25%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	25%	22%
Key Performance Indicator	Bad debt written off as a percentage of bad debt provision			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	The KPI was being set for the first time during the 2023/24 financial year and the estimate was not realistic.	The ratio is within the norm and variance of 3% is trivial and does not warrant any further action.		

Outcome Number	DFDR004	Target		Actual
Key Focus Area	Financial Management	Annual	400	N/A
		Quarter 1	N/A	N/A
		Quarter 2	400	452
Key Performance Indicator	Number of days required to receive payment from consumers for bills/invoices them for service issued to them			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The KPI was being set for the first time during the 2023/24 financial year and the estimate was not realistic. The variance is 52 days which is moderate.	Realistic forecast and increase in revenue collection		
Outcome Number	DFDR005	Target		Actual
Key Focus Area	Financial Management	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	1	0
Key Performance Indicator	Period in months within which the municipality will be able to meet at least its monthly fixed operating commitments from cash and short-term investments without collecting any additional revenue, during the month.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	This shows that the municipality is over committed on expenditure while it is not collecting enough on revenue.	Realistic forecast; increase in revenue collection and avoid further committing the municipality until full recovery		
Outcome Number	DFDR006	Target		Actual
Key Focus Area	Financial Management	Annual	1.5	N/A
		Quarter 1	N/A	N/A
		Quarter 2	1.5	2.5
Key Performance Indicator	Range within which the municipality is able to payback its short-term liabilities [debt and payables] with short-term assets [cash, inventory and receivables]			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above target	Continue monitoring		

Outcome Number	DFDR007	Target		Actual
Key Focus Area	Financial Management	Annual	8%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	8%	0%
Key Performance Indicator	Capital Cost (Interest Paid and Redemption) as percentage to total Operating Expenditure			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not measure for the period under review	None	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Not Met	The KPI has been achieved. Municipality was able to pay less than 6% - 8% of its OPEX towards capital costs. The approximate figure could not be quantified as the figure provided is 0 and the explanation says the municipality was able to pay less than 6%-8%	The exact amount must be stated in the actual column as the explanation says expenses of less than 6% -8% was incurred against capital costs		
Outcome Number	DFDR008	Target		Actual
Key Focus Area	Financial Management	Annual	45%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	45%	0.1%
Key Performance Indicator	Extend of total borrowing in percentage in relation to total operating revenue			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above the target	Continue monitoring		
Outcome Number	DFDR009	Target		Actual
Key Focus Area	Financial Management	Annual	80%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	80%	100%
Key Performance Indicator	Extend in percentage, to which other reserves, which are required to be cash-backed are backed by cash reserves.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Well Met	Performance slightly above target	Continue monitoring		

Outcome Number	DFDR010	Target		Actual
Key Focus Area	Financial Management	Annual	0%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage operating surpluses generated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR011	Target		Actual
Key Focus Area	Financial Management	Annual	7%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage electricity surplus generated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR012	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage water surplus generated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		

Outcome Number	DFDR013	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage refuse surplus generated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR014	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage sanitation and wastewater surplus generated			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR015	Target		Actual
Key Focus Area	Financial Management	Annual	4%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage revenue growth			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		

Outcome Number	DFFR016	Target		Actual
Key Focus Area	Financial Management	Annual	4%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage revenue growth (excluding capital grants)			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR017	Target		Actual
Key Focus Area	Financial Management	Annual	45	N/A
		Quarter 1	45	40
		Quarter 2	45	51
Key Performance Indicator	Number of days taken to pay trade creditors			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	<ul style="list-style-type: none"> Major reasons for creditors that are not paid within the stipulated period are as follows: Late submission of invoices by Service Providers to the End-user department; Late submission of invoices by End-user department to Expenditure Section; Invoices that are not signed by End-user department as proof that services has been rendered and that payment can be effected; Deviations that are undertaken without the adequate documentation and processes only unfold when invoice is received; etc. 	Develop standard operating procedures to deal with the issue of procurement process [focusing mainly on submission of invoices to Expenditure Division]		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Almost Met	<ul style="list-style-type: none"> Major reasons for creditors that are not paid within the stipulated period are as follows: Late submission of invoices by Service Providers to the End-user department; Late submission of invoices by End-user department to Expenditure Section; Invoices that are not signed by End-user department as proof that services has been rendered and that payment can be effected; Deviations that are undertaken without the adequate documentation and processes only unfold when invoice is received; etc. 	Develop standard operating procedures to deal with the issue of procurement process [focusing mainly on submission of invoices to Expenditure Division]		

Outcome Number	DFDR018	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	5%	0.05%
		Quarter 2	5%	0.005%
Key Performance Indicator	Percentage of irregular expenditure incurred against expenditure 2023/24 budget			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above the target	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above the target	Continue monitoring		
Outcome Number	DFDR019	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	5%	0.0%
		Quarter 2	5%	0.0%
Key Performance Indicator	Percentage of fruitless and wasteful incurred against operating expenditure 2023/24 budget			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above the target	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above the target	Continue monitoring		
Outcome Number	DFDR020	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	5%	0%
Key Performance Indicator	Unauthorised expenditure incurred on cash-items in the 2022/23 budget			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Extremely Met	Performance significantly above the target	Continue monitoring		

Outcome Number	DFDR021	Target		Actual
Key Focus Area	Financial Management	Annual	2%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage of contracted services expenditure to total operating expenditure			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR022	Target		Actual
Key Focus Area	Financial Management	Annual	5%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage of internally generated funds for capital expenditure to total operating expenditure			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFDR023	Target		Actual
Key Focus Area	Financial Management	Annual	55%	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Percentage own source revenue to total operating revenue			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		

6.5.6 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY

Outcome Number	DFGG001	Target		Actual
Key Focus Area	Revenue and Expenditure Management	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Expenditure Reduction Strategies reviewed and approved by Municipal Manager			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target was not measured for the period under review	N/A	Performance meet the required standard and norms		
Outcome Number	DFGG002	Target		Actual
Key Focus Area	Revenue and Expenditure Management	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Revenue Enhancement Strategies; Loss Reduction Strategy and Cost Containment Strategy reviewed; approved and implemented.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target was not measured for the period under review	N/A	Performance meet the required standard and norms		
Outcome Number	DFGG003	Target		Actual
Key Focus Area	Revenue and Expenditure Management	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of policies developed on the treatment of Unauthorised, Irregular and Fruitless Expenditure including standard operating procedures for treatment of deviations.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target was not measured for the period under review	N/A	Performance meet the required standard and norms		

Outcome Number	DFGG004	Target		Actual
Key Focus Area	Governance Structures	Annual	4	N/A
		Quarter 1	1	1
		Quarter 2	1	1
Key Performance Indicator	Number of departmental meetings held annually with Divisional Managers.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DFGG005	Target		Actual
Key Focus Area	External Audit	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of Audit Action Plan developed to address Auditor General of South Africa Audit Findings on the Audit Report 2022/2023 and submitted to council for approval on or before 31 January 2024.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFGG006	Target		Actual
Key Focus Area	External Audit	Annual	5	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of progress reports on the implementation of the external Audit Action Plan for 2022/2023 audit report.			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		

Outcome Number	DFGG007	Target		Actual
Key Focus Area	Internal Audit	Annual	100%	
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of progress reports on the implementation of the internal audit unit findings 2023/2024 financial year			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DFGG008	Target		Actual
Key Focus Area	Risk Management	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of financial management strategic risks mitigated to an acceptable level			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Outcome Number	DFGG009	Target		Actual
Key Focus Area	Risk Management	Annual	100%	N/A
		Quarter 1	100%	100%
		Quarter 2	100%	100%
Key Performance Indicator	Percentage of financial management fraud risks mitigated to an acceptable level			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		

6.5.7 PUBLIC PARTICIPATION

Outcome Number	DFPP001	Target		Actual
Key Focus Area	Public Participation	Annual	1	N/A
		Quarter 1	1	1
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of budget timelines for the 2024/2025 financial year			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement	Reasons for the variance	Measures taken to address underperformance		
Level of achievement	Reasons for the variance	Measures taken to address underperformance		
Target Met	None	Continue monitoring		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target was not measured for the period under review	N/A	Performance meet the required standard and norms		
Outcome Number	DFPP002	Target		Actual
Key Focus Area	Public Participation	Annual	4	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Conduct one public participation meeting per town on the draft 2024/25 budget			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Outcome Number	DFPP003	Target		Actual
Key Focus Area	Public Participation	Annual	1	N/A
		Quarter 1	N/A	N/A
		Quarter 2	N/A	N/A
Key Performance Indicator	Number of advertisements calling for public comments on the draft budget related policies and draft budget for 2024/25			
Comment on the achievement of the Key Performance Indicator, Reasons for the Variance and Remedial Measures				
Level of achievement Quarter 1	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		
Level of achievement Quarter 2	Reasons for the variance	Measures taken to address underperformance		
Target not yet measured	N/A	Ensure that targets are met within the required timeframe		

7. RECOMMENDATIONS

7.1 FINANCIAL PERFORMANCE INFORMATION

The following recommendation are made on the analysis made of the financial performance for the first six months of the financial year:

- Management compiles an adjustment budget for consideration and approval by council;
- That management intensifies its effort in implementing the Revenue Enhancement Strategy in conjunction with the approved Operation Patala Programme, Cost Containment Policy and Financial Recovery Plan;
- Council mandates the Speaker and ward councillors with the assistance of ward committees to encourage communities to come and register for indigent assistance.
- Management to strictly apply the Credit Control and Debt Collection Policy in order to ensure that those who can afford for municipal services pay for those services.
- Management and councillor to adhere to the cost containment measures approved by council

7.2 NON-FINANCIAL PERFORMANCE INFORMATION

The following recommendations are made with regards to the performance management and development system of the municipality:

- The revision of the Top-Layer and the Departmental Service Delivery and Budget Implementation Plan, which is informed by the Adjustment Budget, should be tabled before the end of February 2024
- The revised Top-Layer Departmental Service Delivery and Budget Implementation Plan should be submitted to the Executive Mayor for recommendation to council for approval
- The revised Departmental Service Delivery and Budget Implementation Plan should be submitted to the Municipal Manager for approval.
- Management to budget for the Electronic System for Performance Management in the adjustment for the acquisition of the electronic performance management and development system
- Management to ensure that adherence to the Standard Operating Procedures For The Compilation And Storage Of Performance Information-Portfolios Of Evidence-On The Service Delivery And Budget Implementation Plan And Operational Plan

The following recommendations have to be made going forward:

- All Portfolio of Evidence for updated Key Performance Indicator's relating to the previous month, should be submitted to the performance office by the 08th of each month.
- Portfolio of Evidence should go through a quality review by the respective Directors before it is submitted to the performance office.
- The Technical Indicator Descriptions requires that the municipality report on all the financial ratios as per Municipal Finance Management Act, 56 of 2003, Circular 71, and as such the Chief Financial Officer should populate SC2-Performance Indicators- to address the indicators captured in the Service Delivery and Budget Implementation Plan of the Municipal Manager and the Chief Financial Officer under Key Performance Financial Management
- The revisitation of the Top-Layer Service Delivery and Budget Implementation Plan indicators should be aligned to the Municipal Finance Management Act, Circular 88 regarding the Technical Indicator Description, to enhance uniformity.

8. QUALITY CERTIFICATION

I, Nomvula Malatjie, Municipal Manager of Setsoto Municipality, hereby certify that –


- The monthly budget statement.
- Quarterly report on the implementation of the budget and financial state affairs of the municipality.
- Mid-year budget and performance assessment.

for the month of December 2023 has been prepared in accordance with the Municipal Finance Management Act and regulations under that Act.

Print Name: Mrs. Nomvula Malatjie

Municipal Manager: Setsoto Local Municipality (FS191)

Signature:



Date: 19 January 2024