

2025/2026

Third Quarter Report- 02 January 2026 to 31 March 2026



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PART I-FINANCIAL PERFORMANCE INFORMATION

1. Introduction and purpose

This report is prepared in compliance with the Local Government: Municipal Finance Management Act No. 56 of 2003 (MFMA). In accordance with Section 71 of the MFMA, the Municipal Manager, as the Accounting Officer, is required to submit a financial report to the Executive Mayor within ten (10) working days after the end of each month, in a prescribed format.

Furthermore, in terms of Section 52(d) of the MFMA, the Executive Mayor is obligated to submit a quarterly report to the Municipal Council on the implementation of the approved annual budget and the overall financial state of the municipality within thirty (30) days after the end of each quarter. These in-year financial reports must be prepared in the prescribed format—Schedule C—as stipulated in Regulation 28 of the Municipal Budget and Reporting Regulations (MBRR), promulgated in 2009.

Accordingly, the purpose of this report is to fulfil the legislative requirements of Sections 52 and 71 of the MFMA and Regulation 28 of the MBRR, by presenting the financial position of the municipality for the period ending 31 March 2026 [Quarter 3].

2. Executive Summary

The annual budget of the municipality for the financial year 2025/26 has been prepared in accordance with the MFMA, MBRR and MFMA Budget Circulars issued by National Treasury. In this regard, Council has approved adjusted revenue budget of R774.5 million excluding capital transfers and contributions of R259.8 million, and adjusted expenditure budget of R991.3 million [inclusive of the non-cash items which will be 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.

Section 72 of the MFMA provides for the accounting officer to, on or before the 25 January assess the performance of the municipality during the first half of the year considering –

- a. In year monitoring reports for the first half of the year;
- b. The service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the SDBIP;
- c. The past year's annual report and the progress on resolving problems identified in the annual report; and
- d. The performance of every municipal entity under the sole or shared control of the municipality.

Taking the above into consideration the accounting officer recommended that 2025/26 annual budget be revised with an adjustment budget. The mayor of the municipality tabled the adjustment budget before Council on 27 February 2028.

The 3rd Quarter financial report is hereby detailed below. The report primarily focuses on operating revenue, operating expenditure, and capital expenditure (including associated funding sources), in accordance with the prescribed Schedule C reporting format. Additionally, the report includes relevant information and analysis on key areas such as the debtors and payment report, outstanding creditors, investment portfolio, borrowing portfolio, transfers and subsidies, employee-related costs, remuneration of councilors, and distribution losses. The full set of Schedule C tables is attached to support the detailed analysis provided.

3. Revenue Analysis

The municipality's revised budget revenue for the current year is R774.5 million categorized into exchange and non-exchange revenue, budgeted R361 million and R413.4 million respectively.

Setsooto Local Municipality - Table C4 Monthly Budget Statement - Financial Performance (Revenue and Expenditure) - M09 March

Description	Ref	2024/25		Budget year 2025/26						
Figures in Rand thousand		Audited outcome	Original budget	Adjusted budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full year forecast
Revenue										
Exchange revenue										
Service charges - Electricity		120 772	141 353	142 757	10 474	104 922	106 366	(1 444)	(1)%	142 757
Service charges - Water		88 649	70 841	84 447	6 497	74 541	56 532	18 009	32 %	84 447
Service charges - Waste water management		43 735	32 641	35 263	3 942	35 554	25 136	10 418	41 %	35 263
Service charges - Waste management		57 178	48 230	50 049	5 174	46 647	36 627	10 020	27 %	50 049
Sale of goods and rendering of services		2 023	510	2 460	138	1 643	870	773	89 %	2 460
Interest earned from receivables		42 926	56 329	35 885	3 327	27 745	37 136	(9 391)	(25)%	35 885
Interest earned from current and non current assets		9 726	9 500	8 540	1 118	6 501	6 885	(384)	(6)%	8 540
Dividends		94	90	98	-	98	92	6	7 %	98
Rent on land		1 914	-	971	154	1 450	243	1 207	497 %	971
Rental from fixed assets		127	123	124	8	116	93	23	25 %	124
Operational revenue		890	550	501	50	347	400	(53)	(13)%	501
		368 034	360 167	361 095	30 882	299 564	270 380	29 184	11 %	361 095
Non-exchange revenue										
Property rates		86 081	74 523	74 523	7 566	67 368	55 892	11 476	21 %	74 523
Fines, penalties and forfeits		34	120	120	69	187	90	97	108 %	120
Licences or permits		127	30	173	27	204	58	146	252 %	173
Transfer and subsidies - Operational		271 663	280 974	280 974	69 274	277 095	280 974	(3 879)	(1)%	280 974
Interest		18 013	18 935	18 935	1 942	15 696	14 201	1 495	11 %	18 935
Operational revenue		-	6 340	6 340	-	-	4 755	(4 755)	(100)%	6 340
Gains on disposal of assets		528	-	400	50	456	100	356	356 %	400
Other gains		112	32 000	32 000	-	-	24 000	(24 000)	(100)%	32 000
		376 558	412 922	413 465	78 928	361 006	380 070	(19 064)	(5)%	413 465
Total exchange revenue excluding capital transfers and contributions)		744 592	773 089	774 560	109 810	660 570	650 450	10 120	2 %	774 560

Statement of Financial Performance is prepared in the prescribed 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]. The statement [table above] shows actual revenue for the reporting month at R109.8 million. A variance of R10.1 million (2%) is realised when comparing the budget to actuals.

3.1. Property rates [21%]

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. Following the approval of the annual budget, the municipality advertised the approved property rates levies, exemptions, rebates, discounts, and reductions in the Provincial Government Gazette. The municipality implemented the new valuation roll with effect from 1 July 2023.

The actual property rates for the reporting month amount to R7.5 million, bringing the cumulative year-to-date figure to R67.3 million. When compared with the year-to-date budget, this reflects a variance of R11.4 million. It is important to note that, in accordance with GRAP, the indigent subsidy must be offset against revenue as revenue forgone. However, these subsidies are accounted for under Transfers and Subsidies as expenditure.

The total outstanding property rates amount to R97.7 million. A detailed breakdown of this amount is provided under paragraph 5.1.

3.2. Service Charges: Electricity [1%]

Electricity service charges are regulated by the National Energy Regulator of South Africa (NERSA). In compliance with regulatory requirements, the municipality submitted its tariff application to NERSA prior to the commencement of the current budget year.

The performance for March 2026 is R10.4 million, bringing the year-to-date actual to R104.9 million. A variance of R1.4 million above the projected amount however, the variance is not material.

3.3. Service Charges: Water [32%]

Water service charges are levied in accordance with council-approved tariffs. During the period under review, actual revenue of R74.5 million was realized, reflecting a positive variance of 32% above the projected amount. While it is acknowledged that revenue from this service is consumption-dependent and projections may therefore vary, the magnitude of this overperformance is significant and warrants further investigation.

This is particularly important given that the budget has already been adjusted with the expectation that performance would align more closely with projections. It is important to note that, in accordance with GRAP, the indigent subsidy must be offset against revenue as revenue forgone. However, these subsidies are accounted for under Transfers and Subsidies as expenditure.

3.4. Service charges: Wastewater Management [41%]

The sanitation service charges budget was revised to R35.2 million. During the month under review, actual revenue amounted to R3.9 million, bringing the year-to-date total to R35.5 million. This represents a positive variance of R10.4 million (41%) compared to the year-to-date budget.

The item therefore reflects significant overperformance, despite adjusting the budget. It is important to note that, in accordance with GRAP, the indigent subsidy must be offset against revenue as revenue forgone. However, these subsidies are accounted for under Transfers and Subsidies as expenditure.

3.5. Service charges: Waste Management [27%]

Waste management service charges revised budget amount to R50 million for the current budget year. For the month under review, actual revenue amounted to R5.1 million, resulting in a year-to-date actual of R46.6 million. This represents a favorable variance of R10 million when compared to the year-to-date budget.

The variance indicates strong performance against the projected levels even after adjusting the budget upwards. It is important to note that, in accordance with GRAP, the indigent subsidy must be offset against revenue as revenue forgone. However, these subsidies are accounted for under Transfers and Subsidies as expenditure.

3.6. Interest Earned from Current and Non-current Assets [-6%]

The municipality has adopted a Cash Management and Investment Policy in accordance with Section 13 of the Municipal Finance Management Act (MFMA), No. 56 of 2003. In line with this policy and the provisions of the Act, surplus funds that are not immediately required are invested to generate interest income for the municipality. The interest earned is determined based on the investment amount, duration, and the applicable interest rate.

Interest earned is derived from funds invested in accordance with applicable policies. For the current month, interest of R1.1 million was realized, bringing the year-to-date total to R6.5 million. These invested funds are primarily ring-fenced for unspent conditional grants to ensure that such funding is not utilized for unintended purposes and remains available for its designated use.

3.7. Interest Earned from Receivables [-25%]

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.

Interest [non-exchange revenue] is reported and budgeted separately from interest [exchange revenue] in terms of the MSCOA requirements. Current revenue performance is below the budgeted levels. The performance is below the projection despite reducing the budget amount.

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 non-conditional grant allocated to the municipality is Equitable Share to the value of R277 million, meant to assist the municipality with subsidizing the registered Indigent Households and to enable the municipality to provide basic services and perform its functions.

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 277 095	R -	R 277 095	R -	R 277 095	R -	100%	100%
Total	R 277 095	R -	R 277 095	R -	R 277 095	R -	100%	100%

The equitable share allocation for the financial year 2025/26 has been received in full.

4.2. Conditional Grants

Conditional grants allocated to the municipality are subject to strict regulation. In accordance with legislative requirements, the municipality is required to report monthly on the movement and utilisation of these grants to the National Treasury and the relevant transferring officer (provincial department).

Municipalities are required to submit business plans to the respective departments, which, together with the National Treasury, monitor the implementation of these plans against the monthly expenditure reports submitted by the municipality.

The table below provides a breakdown of the conditional grants allocated to the municipality in terms of the Division of Revenue Act (DoRA).

GRANT	DORA ALLOCATION R'000	ADJUSTMENTS R'000	ADJUSTED ALLOCATION 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 1 880	R -	R 1 880	R 1 880	R -	R 1 880	R -	100%	100%
FMG	R 2 000	R -	R 2 000	R 2 000	R -	R 1 603	R 397	80%	80%
MIG	R 67 233	R -	R 67 233	R 67 233	R -	R 38 955	R 28 278	58%	58%
RBIG	R 171 112	R 30 000	R 201 112	R 201 112	R -	R 144 268	R 56 844	72%	72%
WSIG	R 21 540	R -	R 21 540	R 13 540	R 8 000	R 3 117	R 10 423	14%	23%
TOTAL	R 263 765	R 30 000	R 293 765	R 285 765	R 8 000	R 189 823	R 95 942	65%	66%

The municipality has been allocated conditional grants totaling R263.7 million for the financial year, with an additional R30 million for the Regional Bulk Infrastructure Grant, the total allocation is now R293.7 million. For the period under review, a total of R285.7 million has been received, of which R189.8 million has been spent to date. This represents an average expenditure of 65% and 66% against the total allocation and total receipts. It should be noted that expenditure

for Water Services Infrastructure Grant (WSIG) is significantly below the accepted norm. This was as a result delayed Water Use License Application from Department Water and Sanitation; though the contractor is appointed and currently on site, the movement in terms of expenditure is minimal.

5.1 Outstanding debtors

Setsotho Local Municipality - Supporting Table SC3 - Monthly Budget Statement - Aged Debtors - M09 March

Description	NT Code	Budget year 2026/27											
Figures in Rand thousand		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181 Days-1 Yr	Over 1 Yr	Total	Total over 90 Days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
Debtors age analysis by income source													
Trade and other receivables from exchange transactions - Water	1200	7 685	7 241	6 883	6 738	6 643	6 493	6 338	162 294	210 315	188 506	-	-
Trade and other receivables from exchange transactions - Electricity	1300	3 881	1 974	2 009	1 589	1 533	1 200	1 187	25 920	39 293	31 429	-	-
Receivables from non-exchange transactions - Property rates	1400	4 618	2 956	2 490	2 454	2 525	2 068	2 019	78 665	97 795	87 731	-	-
Receivables from exchange transactions - Waste water management	1500	3 184	2 919	2 836	2 818	2 803	2 771	2 744	80 031	100 106	91 167	-	-
Receivables from exchange transactions - Waste management	1600	4 126	3 811	3 714	3 702	3 706	3 673	3 652	108 372	134 756	123 105	-	-
Interest on arrear debtor accounts	1810	5 266	5 113	4 952	4 809	15 139	4 303	4 169	167 399	211 150	195 819	-	-
Other	1900	27	28	20	20	22	20	21	3 425	3 583	3 508	-	-
Total by income source	2000	28 787	24 042	22 904	22 130	32 371	20 528	20 130	626 106	796 998	721 265	-	-
Debtors age analysis by customer group													
Organs of state	2200	2 786	2 272	2 396	2 031	12 375	1 195	1 183	26 348	50 586	43 132	-	-
Commercial	2300	5 210	2 983	2 465	2 458	2 369	2 296	2 185	109 868	129 834	119 176	-	-
Households	2400	20 791	18 787	18 043	17 641	17 627	17 037	16 762	489 890	616 578	558 957	-	-
Total by customer group	2600	28 787	24 042	22 904	22 130	32 371	20 528	20 130	626 106	796 998	721 265	-	-

The table above presents the cumulative age analysis of outstanding debtors, categorized by income source and customer group. As at the reporting date, total outstanding debt amounts to R796.9 million, with R721.2 million (or 90%) aged over 90 days. This reflects an increase of R92.6 million or 13% from R704.3 million recorded in July 2025.

By income source, the highest contributor to outstanding debt is Interest on Arrear Debtor Accounts, totalling R211.1 million (26%), closely followed by Water Services, accounting for R210.3 million (26%).

By customer group, households represent the largest portion of outstanding debt, with a balance of R616.5 million (77%), followed by commercial customers at R129.8 million (16%).

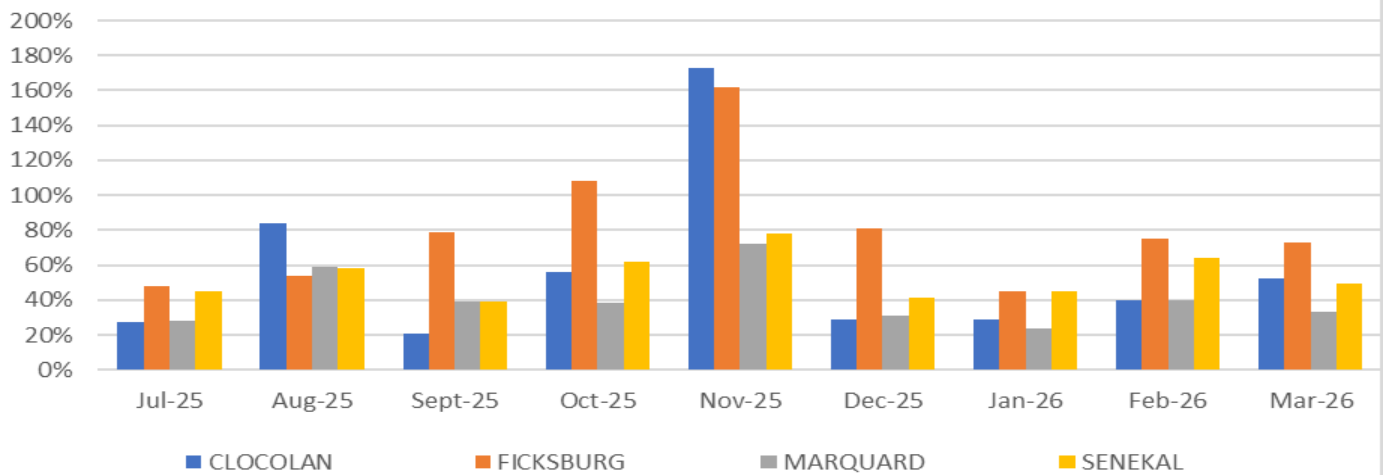
The high level of household debt is consistent with the municipality's customer base composition. However, the current economic climate has left many households unable to meet their municipal obligations. As such, it is critical for qualifying households to come forward for registration as indigent customers, which would allow them access to applicable support and relief measures.

It must also be noted that non-payment by households, particularly in township areas, has been a persistent challenge, even among those with the financial means to pay. This historical trend continues to impact the municipality's revenue collection efforts.

5.2 Debtors Collection Rate

TOWN	Jul-25	Aug-25	Sept-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
CLOCOLAN	27%	84%	21%	56%	173%	29%	29%	40%	52%
FICKSBURG	48%	54%	79%	108%	162%	81%	45%	75%	73%
MARQUARD	28%	59%	39%	38%	72%	31%	24%	40%	33%
SENEKAL	45%	58%	39%	62%	78%	41%	45%	64%	49%

Payment Rate per Town

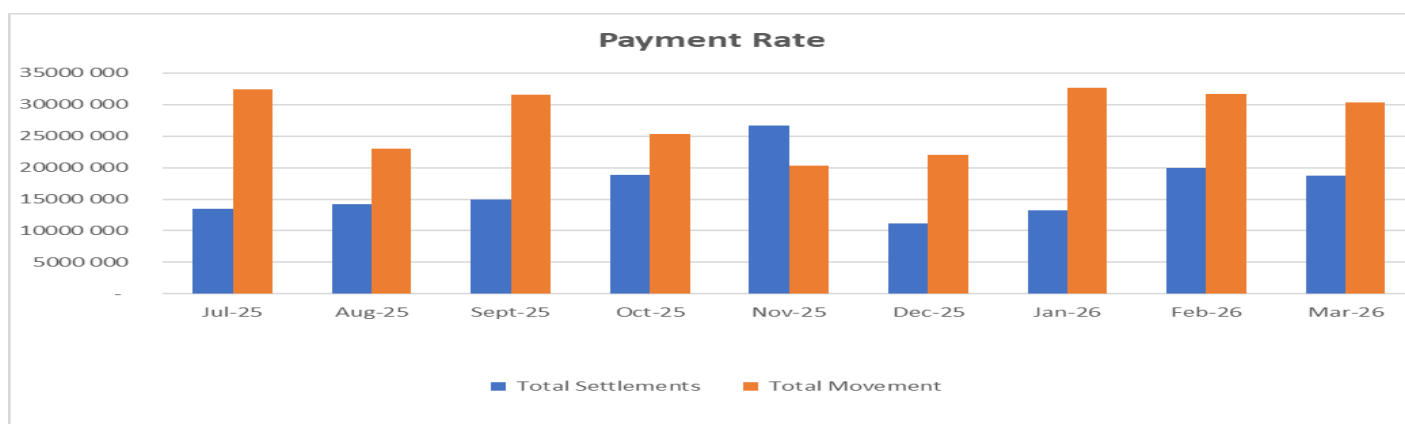


Ward Payment Report March 2026

Ward	Councillor	Total Settlements	Total Movement	Billing	Credit Notes	Debit Notes	Other Adjustments	Payment Rate
WARD 000001	Motsoane TP	(1 318)	2 460	2 623	(15)	-	(148)	54%
WARD 000002	Langa TL	(114)	1 735	2 165	-	0	(430)	7%
WARD 000003	Maleke MJ	(619)	1 312	1 352	(7)	10	(42)	47%
WARD 000004	Ponya MA	(2 035)	4 559	5 076	(159)	-	(358)	45%
WARD 000005	Moipatli CD	(11)	96	575	-	-	(480)	12%
WARD 000006	Selasi MW	(1 700)	3 200	3 571	(248)	44	(167)	53%
WARD 000007	Khatlake NP	(247)	617	1 948	(31)	-	(1 300)	40%
WARD 000008	Mokoakoe LG	(108)	1 097	1 520	(0)	-	(422)	10%
WARD 000009	Mthimkhulu TI	(2 573)	2 395	2 689	(249)	14	(59)	107%
WARD 000010	Constable SM	(1 422)	1 855	2 346	(132)	4	(364)	77%
WARD 000011	Koalane KE	(63)	1 134	1 328	(15)	-	(179)	6%
WARD 000012	Letube ME	(82)	647	1 022	(15)	-	(361)	13%
WARD 000013	Motloenya LE	(113)	706	967	-	-	(261)	16%
WARD 000014	Makae TE	(90)	843	1 097	-	-	(255)	11%
WARD 000015	Makhalanyane TG	(6 301)	6 028	6 869	(143)	30	(728)	105%
WARD 000016	Thamae LD	(99)	927	1 404	(16)	-	(461)	11%
WARD 000017	Mavaleliso PI	(164)	716	1 064	-	-	(348)	23%
PAYMENT ADVANCED		(1 612)	-	-	-	-	-	0%
Total		(18 674)	30 326	37 617	(1 031)	103	(6 363)	62%

July 2025 – March 2026 Payment Rate

Period	Total Settlements	Total Movement	Billing	Credit Notes	Debit Notes	Other Adjustments	Payment Rate
Jul-25	13 462	32 414	36 956	(5 865)	3 043	(1 720)	42%
Aug-25	14 223	22 978	38 811	(529)	56	(15 361)	62%
Sept-25	14 938	31 536	45 465	(892)	62	(13 099)	47%
Oct-25	18 868	25 366	37 380	(661)	81	(11 434)	74%
Nov-25	26 641	20 369	35 797	(1 035)	12	(14 405)	131%
Dec-25	11 169	22 017	35 317	(520)	519	(13 298)	51%
Jan-26	13 251	32 662	36 845	(596)	144	(3 731)	41%
Feb-26	19 987	31 667	36 253	(1 313)	155	(3 428)	63%
Mar-26	18 674	30 326	37 617	(1 031)	103	(6 363)	62%
Total	151 212	249 335	340 440	(12 442)	4 175	(82 839)	61%



The municipality is currently implementing various approaches to improve revenue collection. Approaches currently implemented are electricity cut-off and disconnection, handing over customers owing more than 60 days to debt collectors (so far the debt collectors are appointed in Ficksburg only, other towns are awaiting BEC), telephonic collection (phone calls & SMS), 50% deduction from prepaid electricity purchases, operation patala for businesses on a 70:30 ratio and normal residential concessions.

Reminder notices sent via SMS have yielded notable improvements in payment compliance, complemented by the ongoing deductions from prepaid electricity purchases. In addition, the municipality plans to implement a targeted strategy to identify the top 100 debtors with the capacity to pay, to engage them proactively for payment arrangements and settlement of outstanding balances.

6. Operating expenditure analysis

Setsotho Local Municipality - Table C4 Monthly Budget Statement - Financial Performance (Revenue and Expenditure) - M09 March

Description	Ref	Budget Year 2025/26									
		2024/25									
Figures in Rand thousand		Audited outcome	Original budget	Adjusted budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full year forecast	Full year forecast
Expenditure											
Employee related costs			257 686	282 772	284 089	21 925	200 887	212 824	(11 937)	(6)%	284 089
Remuneration of councillors			15 272	17 711	16 712	1 637	11 477	12 618	(1 141)	(9)%	16 712
Bulk purchases - Electricity			124 300	150 284	148 277	1 147	94 908	112 211	(17 303)	(15)%	148 277
Inventory consumed			28 238	54 610	59 963	5 229	21 109	42 118	(21 009)	(50)%	59 963
Debt impairment			17 123	136 983	69 001	-	57 169	85 742	(28 573)	(33)%	69 001
Depreciation and asset impairment			146 159	141 822	145 149	12 197	107 808	107 198	610	1 %	145 149
Interest			1 035	1 200	1 711	186	927	1 028	(101)	(10)%	1 711
Contracted services			41 556	48 344	64 546	4 785	36 916	42 778	(5 862)	(14)%	64 546
Transfer and subsidies			47 112	120	36 506	4 521	30 760	9 186	21 574	235 %	36 506
Irrecoverable debts written off			95 193	48 000	111 605	6 775	81 808	51 901	29 907	58 %	111 605
Operational costs			47 277	60 828	53 763	5 381	37 864	42 722	(4 858)	(11)%	53 763
Total expenditure			820 951	942 674	991 322	63 783	681 633	720 326	(38 693)	(5)%	991 322
(Deficit)/Surplus			(76 359)	(169 585)	(216 762)	46 027	(21 063)	(69 876)	48 813	(70)%	(216 762)
Transfers and subsidies - capital (monetary allocations)			173 592	259 881	259 881	16 483	175 311	259 881	(84 570)	(33)%	259 881
Surplus/(Deficit) after capital transfers and contributions			97 233	90 296	43 119	62 510	154 248	190 005			43 119
Intercompany/Parent subsidiary transactions			67	-	-	6	52	-			-
Surplus/(Deficit) for the year			97 300	90 296	43 119	62 516	154 300	190 005			43 119

The municipality's approved a revised an operating expenditure budget of R991.3 million for the 2025/26 budget year. This budget includes non-cash items such as:

- Debt Impairment: R69 million
- Depreciation/Asset Impairment: R145.1 million

When assessing the municipality's budget position or potential funding deficit, it is important that these non-cash items are appropriately accounted for in the analysis. The overall expenditure performance is 5% below the average.

6.1 Employee related costs [-6%]

The employee-related are budgeted at R284 million. The current month's performance is R21.9 million resulting in the year-to-date expenditure of R200.8 million, the variance is R11.9 million (-6%) below the projections. This reflects controlled spending within this category. During year-end post-employment benefits according to actuarial valuations needs also to be accommodated within the budget, thus the perception of underutilization of the salary budget.

Setsotho Local Municipality - Supporting Table SC8 - Monthly Budget Statement - Summary Councillor and Staff Benefits - M09 March

Summary of employee and councillor remuneration	Ref	2024/25				Budget year 2025/26				
Figures in Rand thousand		Audited outcome	Original budget	Adjusted budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full year forecast
		A	B	C						D
Councillors (political office bearers plus other)										
Basic salaries and wages		15 272	17 711	16 712	1 637	11 477	12 618	(1 141)	(9)	16 712
% increase			16,0 %	(5,6)%	(90,2)%	601,1 %	9,9 %	(109,0)%	(100,1)%	- %
Senior managers of the municipality										
Basic salaries and wages	-	6 985	6 985	506	4 028	5 238	(1 210)	(23)	6 985	
Pension and UIF contributions	-	141	141	-	-	105	-	-	141	
Performance bonus	-	-	-	-	74	-	-	-	-	
Motor vehicle allowance	-	2 850	2 850	128	727	2 137	(1 410)	(65)	2 850	
Payments in lieu of leave	-	-	-	-	559	-	-	-	-	
Sub total - Senior Managers of Municipality	-	9 976	9 976	634	5 388	7 480	(2 620)	(35)	9 976	
% increase		- %	- %	(93,6)%	749,8 %	38,8 %	(135,0)%	(100,5)%	(28 602,9)%	
Other municipal staff										
Basic salaries and wages	147 672	170 025	163 819	12 947	115 992	123 382	(7 390)	(6)%	163 819	
Pension and UIF contributions	28 639	33 581	33 666	2 544	22 610	25 242	(2 632)	(10)%	33 666	
Medical aid contributions	18 989	21 655	20 848	1 806	15 317	15 703	(386)	(3)%	20 848	
Overtime	11 041	7 659	8 845	850	7 680	6 535	1 145	18 %	8 845	
Performance bonus	12 065	14 206	14 000	895	10 086	10 517	(431)	(4)%	14 000	
Motor vehicle allowance	20 526	21 706	24 219	1 809	16 012	17 955	(1 943)	(11)%	24 219	
Cellphone allowance	1 809	854	1 955	37	1 283	1 365	(82)	(6)%	1 955	
Housing allowances	1 709	512	1 038	122	938	735	203	28 %	1 038	
Other benefits and allowances	5 032	7 609	8 282	450	4 184	6 155	(1 971)	(32)%	8 282	
Payments in lieu of leave	5 093	914	1 520	92	2 306	952	1 354	142 %	1 520	
Long service awards	1 601	-	3 179	99	1 333	1 300	33	3 %	3 179	
Post-retirement benefit obligations	-	-	(2 002)	-	-	(501)	501	(100)%	(2 002)	
Acting and post related allowance	3 510	4 051	4 720	274	3 146	3 484	(338)	(10)	4 720	
Sub total - Other Municipal Staff	257 686	282 772	284 089	21 925	200 887	212 824	(11 937)	(6)	284 089	
% increase		9,7 %	0,5 %	(92,3)%	816,2 %	5,9 %	(105,6)%	(100,0)%	- %	
Total Parent municipality	272 958	310 459	310 777	24 196	217 752	232 922	(15 698)	(7)	310 777	
% increase		13,7 %	0,1 %	(92,2)%	800,0 %	7,0 %	(106,7)%	(100,0)%	- %	
Parent municipality	272 958	310 459	310 777	24 196	217 752	232 922	(15 698)	(7)	310 777	
Total managers and staff	257 686	292 748	294 065	22 559	206 275	220 304	(11 937)	(5)	294 065	

6.2 Remuneration of Councillors [-9%]

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.

The year-to-date expenditure on the remuneration of Councillors amounts to R11.4 million, however when compared to the budget to date it is below the projection with approximately R1.1 million. The expenditure is expected to slightly increase due to the recent implementation of upper limits.

6.3 Bulk purchases [-15%]

Bulk purchases on electricity services revised budget is R148.2 million. The current month performance is R1.1 million resulting in a year-to-date actual of R94.9 million. It should be noted that bulk purchases are consumption-driven and typically increase during the winter months when Eskom implements seasonal tariffs.

The bulk electricity account for the reporting month could not be included due to technical challenges, which were resolved after month-end closure. Consequently, the subsequent month's report will reflect expenditure for two months and the Net Surplus/Deficit will thus be understated.

6.4 Interest [-10%]

An amount of R1.7 million was allocated in the adjusted budget for interest on borrowings. For the current month, expenditure amounted to R186 thousand, bringing the year-to-date actual to R927 thousand. This results in a performance below the average with R101 thousand (-10%) when compared to the year-to-date budget. The interest expenditure is primarily attributable to the municipality's loan obligations.

6.5 Inventory Consumed (-50%)

A budget allocation of R59.9 million has been made for consumables. The expenditure to date is R21.1 million which is below the budgeted figure with approximately R17.3 million. Inventory consumed mainly consists of water and sewerage chemicals. Certain inventory consumed expenditures will only be accounted for during the year-end process.

6.6 Operational Costs

Other expenditure discussed below relates to expenditure items that are reported for the attention of management and council.

Description	Total Budget	YTD Actuals	% Spent
Contracted Services: Consultants and Professional Services: Business and Advisory: Accounting and Auditing	7 500 000	6 001 534	80%
Contracted Services: Consultants and Professional Services: Business and Advisory: Business and Financial Management	11 925 510	6 225 225	52%
Contracted Services: Contractors: Safeguard and Security	19 628 996	13 437 523	68%
Contracted Services: Contractors: Sports and Recreation	299 996	190 480	63%
Operating Leases: Machinery and Equipment	21 793 684	10 859 669	50%
Operating Cost: Travel and Subsistence	2 050 832	1 156 552	56%
TOTAL	63 199 018	37 870 983	60%

The cost containment circular published by the National Treasury and approved by Council of the municipality for implementation indicates the controls that need to be in place to curb the expenditure. For example, it gives guidance on the attendance of meetings and conferences.

In addition, it mentions that the travelling and subsistence need to be controlled such that if the meeting is 200km away from the head office, no accommodation costs should be incurred unless the duration of the meeting is two days and above considering the type of accommodation used and the mode of transport.

It also mentions that catering for in-house meetings should only be incurred if the meeting takes longer than 5 hours.

7. Capital expenditure and funding analysis.

The capital expenditure for the financial year was budgeted at R287.5 million.

Setso Local Municipality - Table C5 Monthly Budget Statement - Capital Expenditure by Vote, Functional Classification and Funding - M09 March

Vote description	Ref	Budget year 2025/26								
Figures in Rand thousand		Audited outcome	Original budget	Adjusted budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full year forecast
Capital expenditure - Vote										
Single-year expenditure to be appropriated										
Vote 1 - Executive and Council		165	-	440	-	3	110	(107)	(97)%	440
Capital expenditure - Functional										
Governance and administration										
Executive and council		551	-	500	-	3	125	(122)	(98)%	500
Finance and administration		880	3 935	1 271	21	88	2 285	(2 197)	(96)%	1 271
Internal audit		-	-	20	-	-	5	(5)	(100)%	20
		1 431	3 935	1 791	21	91	2 415	(2 324)	(96)%	1 791
Community and public safety										
Community and social services		15	-	-	-	-	-	-	- %	-
Sport and recreation		2 943	12 050	12 100	1 129	4 950	9 050	(4 100)	(45)%	12 100
Public safety		-	-	200	-	-	50	(50)	(100)%	200
Housing		124	-	440	-	3	110	(107)	(97)%	440
		3 082	12 050	12 740	1 129	4 953	9 210	(4 257)	(46)%	12 740
Economic and environmental services										
Planning and development		-	-	260	-	-	65	(65)	(100)%	260
Road transport		24 917	25 250	43 348	1 253	25 446	30 203	(4 757)	(16)%	43 348
		24 917	25 250	43 608	1 253	25 446	30 268	(4 822)	(16)%	43 608
Trading services										
Energy sources		7 123	7 150	10 805	-	-	6 276	(6 276)	(100)%	10 805
Water management		98 677	237 885	167 113	10 686	97 287	127 652	(30 365)	(24)%	167 113
Waste water management		29 473	-	52 657	1 340	26 058	39 493	(13 435)	(34)%	52 657
Waste management		149	1 325	1 325	-	457	994	(537)	(54)%	1 325
		135 422	246 360	231 900	12 026	123 802	174 415	(50 613)	(29)%	231 900
Total Capital expenditure - Functional		164 852	287 595	290 039	14 429	154 292	216 308	(62 016)	(29)%	290 039

The capital expenditure of the municipality is mainly funded by the government grants and subsidies.

8. Outstanding Creditors

Setso Local Municipality - Supporting Table SC4 - Monthly Budget Statement - Aged Creditors - M09 March

Description	NT Code	Budget year 2026/27								
Figures in Rand thousand		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181 Days- 1 Yr	Over 1 Yr	Total
Creditors age analysis by customer type										
Bulk electricity	0100	323	-	-	-	-	-	-	-	323
Trade creditors	0700	5 439	42	2	-	1 036	28	7	648	7 202
Total by customer type	1000	5 762	42	2	-	1 036	28	7	648	7 525

The outstanding creditors' balance for the period under reporting is R7.5 million and the balance over 30 days is R1.7 million. Cognizance should be taken of the Eskom account that was not included as alluded above. Internal controls measures are in place to ensure that creditors are paid within the required timeframes, however there are challenges where suppliers are non-tax compliant and cannot be paid until their tax matters with SARS have been resolved and credit notes have not been processed.

9. Distribution Losses

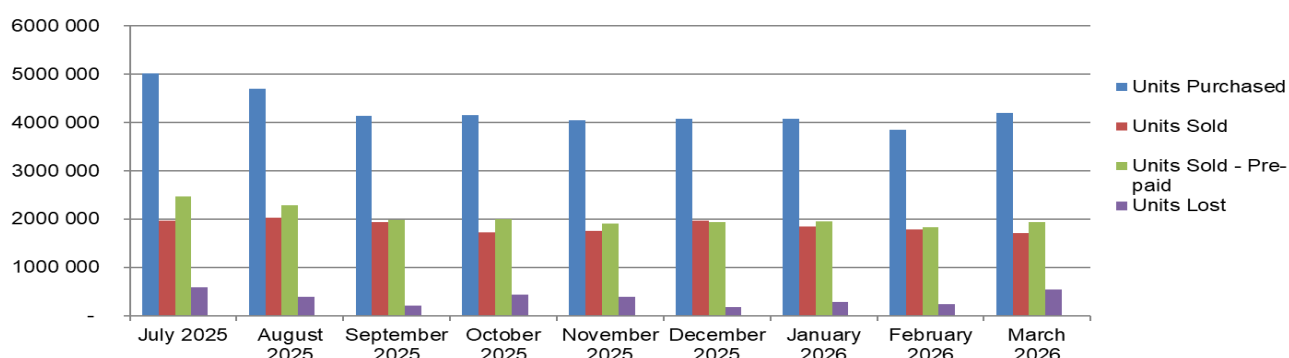
Description	Basis of calculation	Original Budget 2025/2026	Year to date actual 2025/2026
Electricity distribution losses	Total volume losses (kW)	4 100	3 228
	Total cost of losses (Rand '000)	11 000	8 618
	Bulk Purchase Kw	51 000	26 1321
	% Volume (units purchased and generated less units sold)/units purchased and generated	7%	8%
Water distribution losses	Total volume losses (kl)	2 000	2 490
	Total cost of losses (Rand '000)	11 000	15 166
	% Volume (units purchased and generated less units sold)/units purchased and generated	22%	33%

ELECTRICITY

Period	Units Purchased	Units Sold	Units Sold - Pre-paid	Units Lost	Value Lost Rand	% Losses	Previous Year
July 2025	5 019	1 964	2 465	591	1 578	12%	7%
August 2025	4 705	2 030	2 292	384	1 024	8%	3%
September 2025	4 138	1 944	1 985	209	558	5%	0%
October 2025	4 147	1 722	1 996	429	1 145	10%	2%
November 2025	4 050	1 760	1 906	384	1 026	9%	9%
December 2025	4 072	1 968	1 932	171	457	4%	10%
January 2026	4 080	1 844	1 952	284	759	7%	13%
February 2026	3 843	1 778	1 831	234	625	6%	2%
March 2026	4 196	1 710	1 944	542	1 447	13%	13%
Total	38 251	16 719	18 303	3 228	8 619	8%	8%

Percentage electricity losses account to an average of **8%** for year to date. The prescribed norm from National Treasury for electricity losses is estimated to be between 7% and 10%.

Electricity Losses

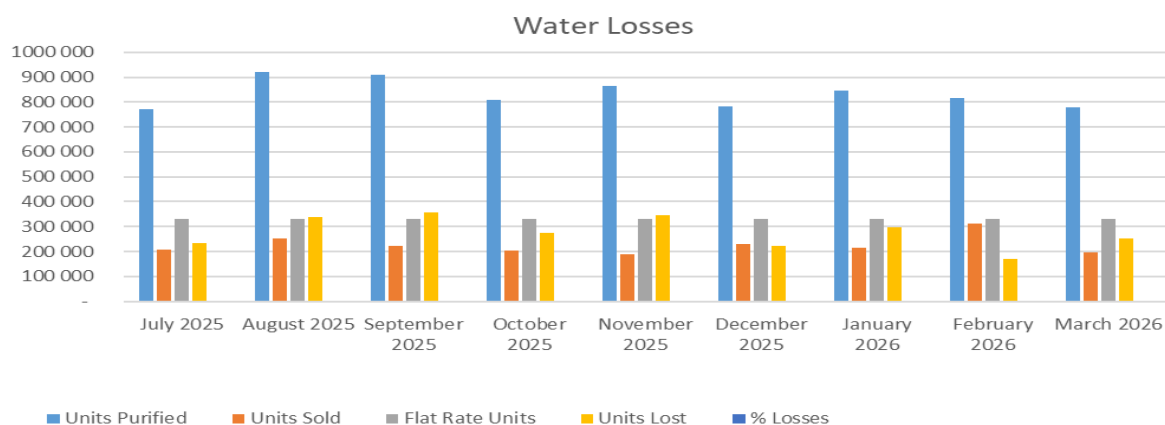


Electricity losses are calculated based on the difference between the total electricity purchases and total electricity sales. The losses are either technical or non-technical. Technical losses are the losses that occur within the distribution network due to the cables, overhead lines, transformers, 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.

WATER

Period	Units Purified	Units Sold	Flat Rate Units	Units Lost	Value Lost Rand	% Losses	Previous Year
July 2025	771	206	332	232	1 415	30%	10%
August 2025	921	254	330	337	2 053	37%	21%
September 2025	908	221	331	356	2 169	39%	9%
October 2025	809	204	331	274	1 666	34%	21%
November 2025	865	189	330	346	2 105	40%	19%
December 2025	784	230	330	224	1 364	29%	19%
January 2026	844	217	330	298	1 812	35%	22%
February 2026	815	313	331	170	1 037	21%	28%
March 2026	779	195	330	254	1 545	33%	26%
Total	7 494	2 029	2 975	2 490	15 166	33%	24%

Percentage water losses account to an average of **33%** 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%



The water losses are calculated obtaining the difference between the volume/quantity of water purified and the volume/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.

10. Borrowings

The municipality's borrowings are with ABSA bank used to acquire transport assets. The combined instalment of ABSA loans is R316 thousand per month. The closing balance of borrowings for the period ending 31 March 2026 is R10.5 million. Details of the borrowings are provided below.

Institution	Bank Name	Loan Start Date	Loan End Date	Term Value (Y/M/D)	Interest	BOQ Amount 01/07/2025	Loan Repayment	Interest Paid	Loan Charges	Balance 31/03/2026
ABSA	VF98996767	01/07/2024	30/06/2029	Y	10.51	- 1 420 089.43	328 787.82	-104 024.43	- 1 440.00	- 1 196 766.04
ABSA	VF98996910	01/07/2024	30/06/2029	Y	10.51	- 1 420 089.43	328 787.82	-104 024.43	- 1 440.00	- 1 196 766.04
ABSA	VF98996864	01/07/2024	30/06/2029	Y	10.51	- 1 420 089.43	328 787.82	-104 024.43	- 1 440.00	- 1 196 766.04
ABSA	VF98996775	01/07/2024	30/06/2029	Y	10.51	- 1 420 089.43	328 787.82	-104 024.43	- 1 440.00	- 1 196 766.04
ABSA	VF99021468	01/07/2024	01/08/2029	Y	10.51	- 352 982.31	80 187.66	- 25 949.39	- 1 440.00	- 300 184.04
ABSA	VF99021360	01/07/2024	01/08/2029	Y	10.51	- 352 982.31	80 187.66	- 25 949.39	- 1 440.00	- 300 184.04
ABSA	VF99008330	01/07/2024	01/08/2029	Y	10.51	- 1 919 960.87	429 768.36	-141 145.31	- 1 440.00	- 1 632 777.86
ABSA	VF99007864	01/07/2024	01/08/2029	Y	10.51	- 1 919 960.91	429 768.36	-141 145.31	- 1 440.00	- 1 632 777.86
ABSA	VF99008321	01/07/2024	01/08/2029	Y	10.51	- 1 919 960.91	429 768.36	-141 145.31	- 1 440.00	- 1 632 777.86
ABSA	VF99021549	01/07/2024	01/08/2029	Y	10.51	- 352 982.31	80 187.66	- 25 949.39	- 1 440.00	- 300 184.04
TOTAL						-12 499 187.34	2 845 019.34	-917 381.82	-14 400.00	-10 585 949.82

These loans were acquired to finance the acquisition of service delivery vehicles.

11. Cash and Cash Equivalents

The municipality has and maintains the primary bank account opened in accordance with sections 7 and 8 of the MFMA. Apart from the primary bank account the municipality has other bank accounts opened for the purpose of section 13 (1) (b) of the MFMA.

The municipality's primary bank account is held with First National Bank (FNB) and reflected a positive closing balance of R42.9 million as at 31 March 2026.

In addition, short-term cash investments are maintained with FNB, ABSA and Standard Bank, with a consolidated closing balance of R173.5 million as at the same date. A detailed analysis of these balances is provided in the table below.

Institution	Account #	BOQ Amount 1/7/2025	Top Up	Withdrawals	Int Capitalised	End Balance 31/03/2026
FNB	'62049046205	8 134	-	-	230	8 364
FNB	'62151783563	19 820	-	-	675	20 495
FNB	'62310540465	2 535 491	441 500 000	- 444 983 234	1 334 781	387 038
STD	'48445851001		65 000 000	- 45 635 048	635 048	20 000 000
STD	'48445851002		85 000 000	- 55 810 070	810 070	30 000 000
STD	'48445851003	14 232 882	111 911 232	- 96 000 000	828 058	30 972 171
STD	'48445851004		30 000 000	-	551 096	30 551 096
STD	'48445851005	6 026 353	85 000 000	- 51 948 008	921 655	40 000 000
NEDBANK	'037881164646	4 048 145	-	- 4 048 145	-	-
ABSA	'9370891524	4 449 693	20 000 000	- 4 000 000	1 119 613	21 569 306
STD	'048445851-016	6 537 105	-	- 6 539 738	2 633	-
TOTAL		37 857 622	838 411 232	- 708 964 244	6 203 860	173 508 470

At the end of March 2026, the municipality reported a total cash and cash equivalents balance of R216.4 million, comprising the primary bank account and short-term investments. To maintain a healthy liquidity position, the municipality must continue to enforce strict control measures over both the inflow and outflow of cash.

12. Conclusion

Based on the above discussions it is therefore recommended that the Council of the municipality take note of the report.

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 January 2026 to 31 March 2026.

2. Overview

This report covers performance from 1 January 2026 to 31 March 2026 (Quarter 3 of the 2025/2026 financial year. The document is a statutory quarterly performance assessment submitted under Section 52(d) of the Municipal Finance Management Act, 56 of 2003.

3. Constitutional and Policy Implications

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

4. Legal Implications

The following table outlines the key legislative provisions governing the quarterly non-financial performance report:

Legislation / Provision	Key Requirement
Section 46, Municipal Systems Act, 32 of 2000	Requires the preparation of an annual performance report reflecting the municipality's and each external service provider's performance for the financial year.
Section 52(d), Municipal Finance Management Act, 56 of 2003	Requires the Mayor to submit a report to the Council on the implementation of the budget and the financial state of affairs within 30 days after the end of each quarter .
Section 72, Municipal Finance Management Act, 56 of 2003	Requires a mid-year budget and performance assessment report, covering the first half of the financial year (by 25 January).
Section 21A, Municipal Systems Act, 32 of 2000	Mandates that all documents of public interest, including performance reports, be displayed on the municipality's website.
National Treasury Guidelines on the Preparation of Quarterly Reports for Public Entities and Constitutional Institutions	Provides a uniform system for collecting, storing, consolidating, and analysing in-year financial and non-financial information.

Note on Quarterly vs. Annual Reporting: Section 46 of the Municipal Systems Act, 32 of 2000, mandates a comprehensive **annual performance report**. The **quarterly report** (e.g., for the third quarter) is a more frequent, in-year management tool, primarily driven by **Section 52(d)** of the Municipal Finance Management Act, 56 of 2003 and aligned with the Service Delivery and Budget Implementation Plan. The information from the quarterly report will later feed into the annual report.

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

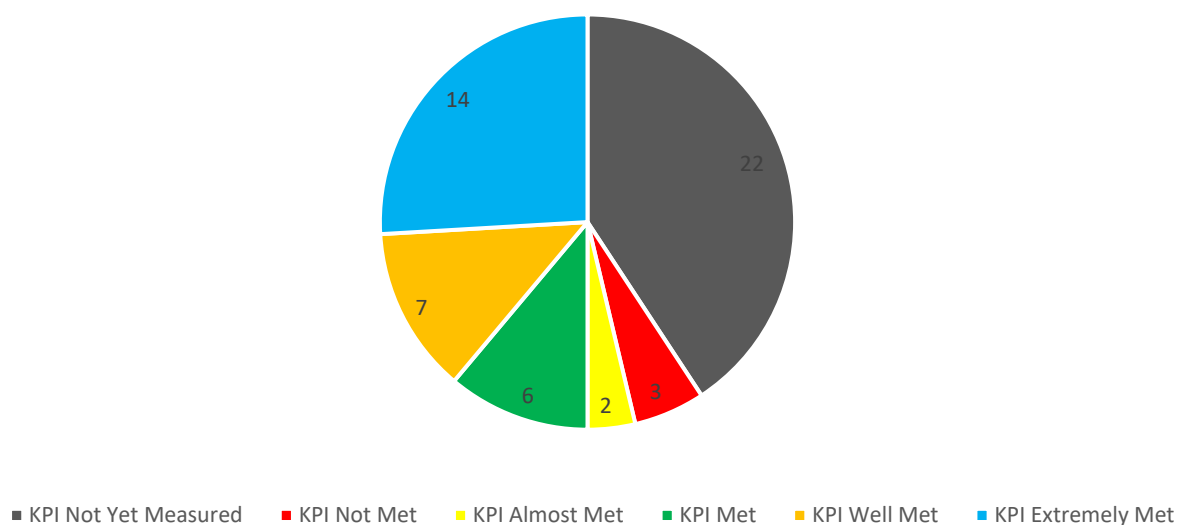
5.2 Thereafter, the mayor must, in terms of Section 54 (1)-

- (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 within 30 days after of each quarter.

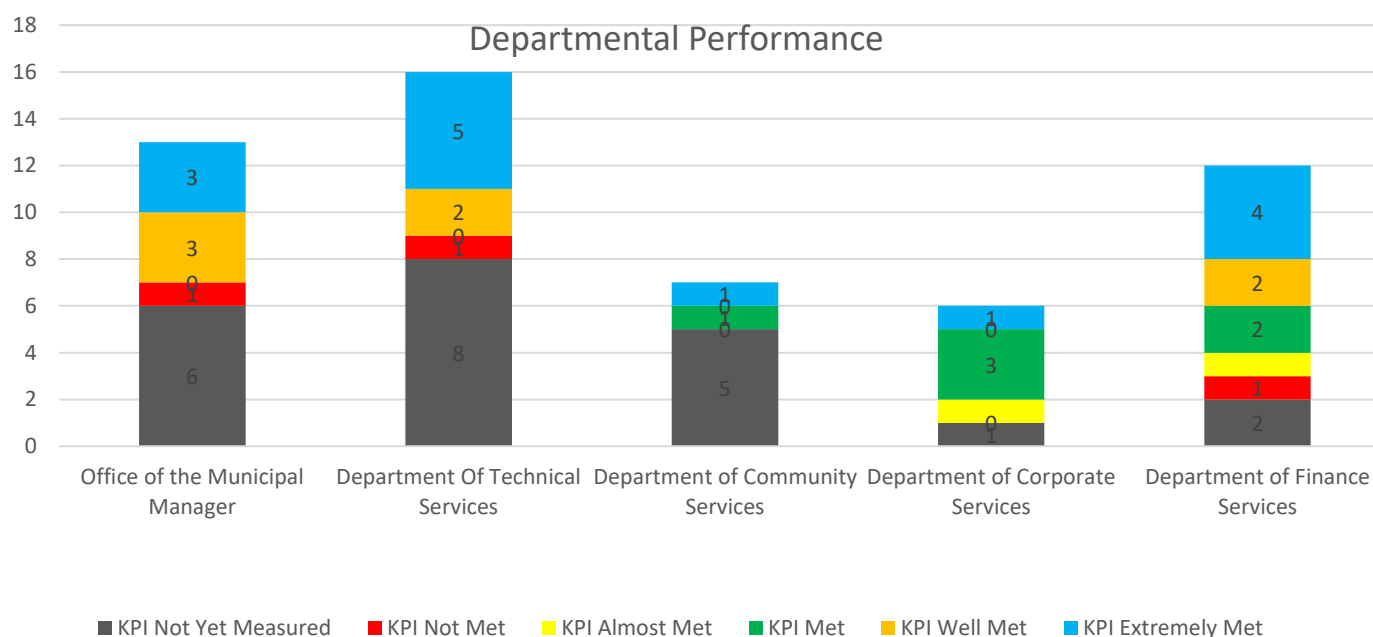
6. Top-Layer Service Delivery and Budget Implementation Plan

The below performance assessment is for a period of under review of the financial year, as required by Section 52(d) of the Municipal Finance Management Act, 56 of 2003.

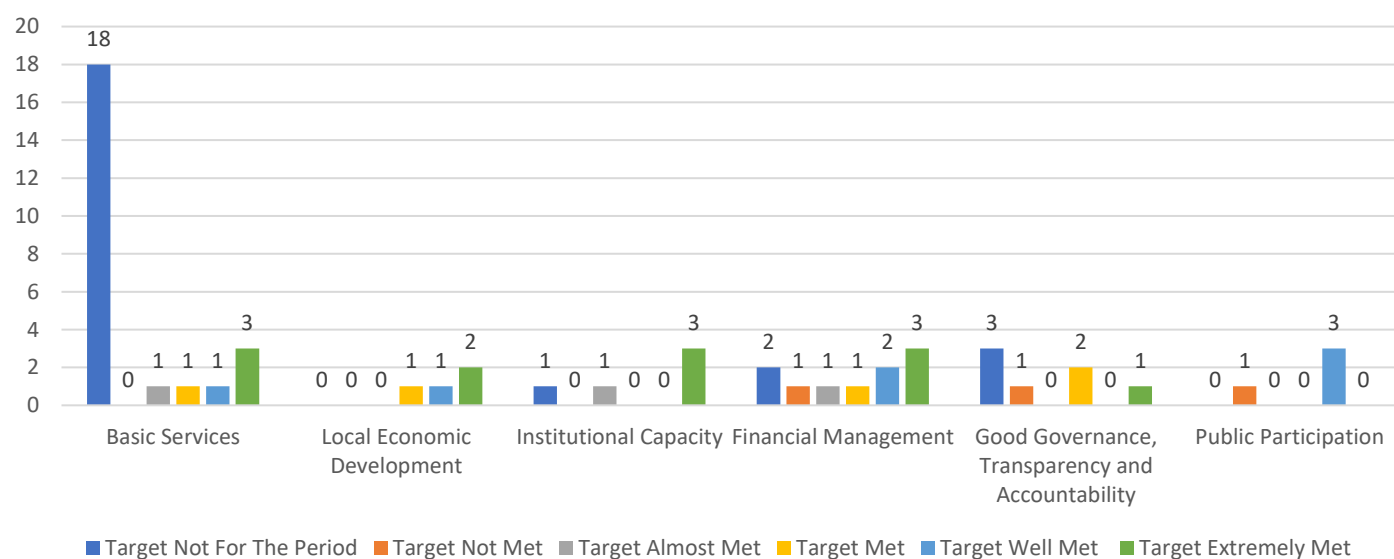
Indicator Performance



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	6	8	5	1	2	22
KPI Not Met	1	1	0	0	1	3
KPI Almost Met	0	0	0	1	1	2
KPI Met	0	0	1	3	2	6
KPI Well Met	3	2	0	0	2	7
KPI Extremely Met	3	5	1	1	4	14
Total	13	16	7	6	12	54



Key Performance Area Performance



Departmental Performance

Office of the Municipal Manager

Departmental	
Indicators	Number
Target Not for Period under Review	6
Target Not Met	1
Target Almost Met	0
Target Met	0
Target Well Met	3
Target Extremely Met	3
Total	13
Achievement	6
Total for the period	7
Percentage Performance	86%

Technical Department

Departmental	
Indicators	Number
Target Not for Period under Review	8
Target Not Met	1
Target Almost Met	0
Target Met	0
Target Well Met	2
Target Extremely Met	5
Total	16
Achievement	7
Total for the period	8
Percentage Performance	88%

Community Services

Departmental	
Indicators	Number
Target Not for Period under Review	5
Target Not Met	0
Target Almost Met	0
Target Met	1
Target Well Met	0
Target Extremely Met	1
Total	7
Achievement	2
Total for the period	2
Percentage Performance	100%

Corporate Services

Departmental	
Indicators	Number
Target Not for Period under Review	1
Target Not Met	0
Target Almost Met	1
Target Met	3
Target Well Met	0
Target Extremely Met	1
Total	6
Achievement	4
Total for the period	5
Percentage Performance	80%

Finance Services

Departmental	
Indicators	Number
Target Not for Period under Review	2
Target Not Met	1
Target Almost Met	1
Target Met	2
Target Well Met	2
Target Extremely Met	4
Total	12
Achievement	9
Total for the period	8
Percentage Performance	89%

Institutional Performance

Organisational	
Indicators	Number
Target Not for Period under Review	22
Target Not Met	3
Target Almost Met	2
Target Met	6
Target Well Met	7
Target Extremely Met	14
Total	54
Achievement	27
Total for the period	32
Percentage Performance	84%

Performance Movement from Quarter 1 to Quarter 3

Overall Institutional Performance

Metric	Quarter 1	Quarter 2	Quarter 3	Movement
Percentage achievement	80%	69%	88%	Improvement noted vs 64% in 2024/2025 Q3
Targets met	34 of 43	31 of 45	27 of 32	Stable
Targets not met	4	5	3	Slight improvement
Targets significantly below target	5	9	2	Significant improvement

Departmental Performance Trends

Office of the Municipal Manager (Basic Services)

Indicator	Quarter 1	Quarter 2	Quarter 3	Trend
LED3.31 - Procurement processing days (Target 90 days)	15 days (Extremely Met)	21 days (Extremely Met)	25 days (Extremely Met)	✅ Consistently excellent - though slight increase in days
GG1.2 - Top management stability	N/A	N/A	100% (Extremely Met)	✅ Full stability achieved
GG3.1 - Audit Opinion	N/A	N/A	Unqualified with reduced matters of emphasis (Met)	✅ Positive audit outcome

Technical Services Department

Indicator	Quarter 1	Quarter 2	Quarter 3	Trend
EE3.11 - Unplanned outage restoration	100% (Well Met)	100% (Well Met)	100% (Well Met)	✅ Consistently excellent
TR6.13 - New road network (Target cumulative 5.5km)	1.8km (Almost Met)	N/A	N/A	⚠️ Quarter 1 underperformance (10% below target)
TR6.21 - Pothole complaints resolved (Target 5% for Q3)	10% (Extremely Met)	20% (Extremely Met)	26% (Extremely Met)	✅ Strong Q3 performance
WS3.11 - Sanitation callouts responded within 24hrs	N/A	N/A	83% (Extremely Met)	✅ Strong Q3 performance
WS3.21 - Water callouts responded within 24hrs	N/A	N/A	74% (Extremely Met)	✅ Strong Q3 performance

Community Services Department

Indicator	Quarter 1	Quarter 2	Quarter 3	Trend
FE1.11 - Firefighting structural response time	100% (Met)	100% (Met)	100% (Met)	✅ Perfect consistency - no structural fires reported

Corporate Services Department

Indicator	Quarter 1	Quarter 2	Quarter 3	Trend
GG1.1 - Skills development levy recovery	21.74% (Extremely Met)	31.95% (Extremely Met)	0% (Not Met)	● Significant deterioration - no funds received in Q3
GG1.21 - Staff vacancy rate (Target 34%→31%→30%)	36.2% (Almost Met)	34.5% (Almost Met)	35% (Almost Met)	⚠ Persistent underperformance - consistently above target
GG5.11 - Active suspensions >3 months	1 (Well Met)	3 (Not Met)	2 (Met)	⚠ Volatile - improved from Q2 but still above target

Finance Department

Indicator	Quarter 1	Quarter 2	Quarter 3	Trend
FM1.11 - Capital expenditure (Target 10%→28%→65%)	17% (Extremely Met)	43% (Extremely Met)	59% (Almost Met)	● Deterioration in Q3
FM1.12 - Operating expenditure (Target 18%→40%→68%)	24% (Well Met)	54% (Well Met)	69% (Well Met)	✅ Strong Q3 performance - available
FM1.13 - Operating revenue (Target 18%→40%→65%)	33% (Extremely Met)	59.15% (Extremely Met)	85% (Extremely Met)	✅ Strong Q3 performance - available
FM1.14 - Service charges and property rates (Target 18%→40%→65%)	30% (Extremely Met)	68.95% (Extremely Met)	85% (Extremely Met)	✅ Strong Q3 performance - available
FM7.12 - Collection rate ratio (Target 40%→45%→50%)	8% (Not Met)	9% (Not Met)	78% (Not Met)	● Analyse the Q3 78% Result: Recalculate using the original formula. Ask: How much was actual cash collected vs. bad debt write-offs? If write-offs drove the increase, the performance is fake.
FM7.11 - Debtor days (Target 460 days)	440 days (Well Met)	434 days (Well Met)	388 days (Well Met)	✅ Improving consistently

Impact on Service Delivery for Underperformance Identified

1. ● Corporate Services - Skills Development Levy Recovery (0% in Q3)

Impact Area	Description
Staff capacity development	No funds were received for training in Q3, meaning staff cannot access planned skills development programmes
Institutional capability	This directly undermines the "Building capable local government institutions" pillar of Back to Basics
Long-term service quality	Without ongoing training, staff cannot develop new competencies needed for improved service delivery

2. ● Corporate Services - Vacancy Rate (35% vs target 30%)

Impact Area	Description
Workload on existing staff	Nearly 1 in 3 positions vacant, leading to overburdened employees and potential burnout
Service delivery delays	Critical functions likely experiencing backlogs due to insufficient human resources
Institutional memory loss	Persistent vacancies mean loss of continuity and expertise
Financial cost	Acting allowances and overtime likely increasing operational expenditure

3. ● Finance - Collection Rate Ratio (78% in Q3 vs target 50%)

Impact Area	Description
Cash flow crisis	Analyse the Q3 78% Result: Recalculate using the original formula. Ask: How much was actual cash collected vs. bad debt write-offs? If write-offs drove the increase, the performance is fake. - severe liquidity risk
Inability to pay suppliers	Contractors may stop work, leading to infrastructure project delays
Inability to maintain assets	Repairs and maintenance suffer, accelerating asset deterioration
Service delivery collapse risk	Without revenue, basic services (water, electricity, waste removal) cannot be sustained
Reliance on grants	Municipality becoming increasingly dependent on intergovernmental transfers
Indigent relief sustainability	Despite 84.26% of operating budget spent on indigent relief (Extremely Met), the low collection rate makes this unsustainable

4. ⚠️ Technical Services - Pothole Resolution (26% in Q3 vs target 30%)

Impact Area	Description
Road safety risks	Unresolved potholes pose hazards to motorists, cyclists, and pedestrians
Vehicle damage	Residents incur higher maintenance costs for private vehicles
Economic impact	Poor road conditions deter investment and increase transport costs for businesses

5. ● Municipal Manager - Complaint Response (Less than 80% across Q1, Q2, Q3)

Impact Area	Description
Complete breakdown of public participation	Indicator GG2.31 shows performance below 80% complaints responded to within standard operating requirements for all three quarters
Erosion of public trust	Residents feel ignored by their municipality
Risk of protests	Unaddressed grievances are a primary driver of service delivery protests
Legal exposure	Failure to respond to complaints may violate the Municipal Systems Act

Applause for Work Well Done

👏 Municipal Manager's Office

Achievement	Detail
Top management stability	100% of S57 positions filled with fully appointed officials (not acting) - Extremely Met
Audit outcome	Unqualified with reduced matters of emphasis - a significant governance achievement
Ward committee functionality	88% functional across all three quarters - Well Met consistently
Community meetings	88% of wards held councillor-convened meetings across all three quarters - Well Met consistently

Technical Services Department

Achievement	Detail
Electricity outage restoration	100% of unplanned outages restored within industry standards across Q1, Q2, and Q3 - Well Met consistently
Sanitation callout response	83% responded within 24 hours in Q3 - Extremely Met
Water callout response	74% responded within 24 hours in Q3 - Extremely Met
Sewer blockage management	83% performance in Q3 - Extremely Met

Community Services Department

Achievement	Detail
Firefighting response	100% compliance with attendance time for structural incidents across all three quarters - Met consistently

Corporate Services Department

Achievement	Detail
Suspension management	Reduced from 3 active suspensions in Q2 to 2 in Q3, meeting the target - Met

Finance Department

Achievement	Detail
Operating revenue collection	Achieved 83.39% of budget by Q3 - Extremely Met, significantly ahead of the 65% target
Service charges and property rates	Achieved 83.39% of budget by Q3 - Extremely Met, well ahead of target
Cash/cost coverage	1.55 months in Q1, 1.15 months in Q2 - Extremely Met (exceeds minimum 1 month norm)
Debtor days improvement	Reduced from 440 days in Q1 to 388 days in Q3 - Well Met and consistently improving
Capital expenditure	17% in Q1 vs 10% target; 43% in Q2 vs 28% target - Extremely Met- 61% vs 65% Q3 target- Almost Met

Local Economic Development

Achievement	Detail
Business license processing	Average 2 days in Q3 vs 20-day target - Extremely Met (10x faster than target)
EPWP work opportunities	1,937 opportunities in Q3 vs target of 100 - Extremely Met (19x target)
Building plan processing (<500m ²)	Reduced from 63 days in Q1 to 16 days in Q3 - Well Met (now below 30-day target)
Procurement processing (80/20 tenders)	25 days in Q3 vs 90-day target - Extremely Met across all quarters

Indigent Relief

Achievement	Detail
Spending on free basic services	84.26% of operating budget spent on indigent relief by Q3 vs 3% target - Extremely Met (demonstrates strong commitment to poverty alleviation)

Summary Table: Performance by Department (Q3 Only)

Department	Not for Period	Not Met	Almost Met	Met	Well Met	Extremely Met	Total
Municipal Manager	6	1	0	0	3	3	13
Technical Services	10	0	1	0	1	3	16
Community Services	5	0	0	1	0	1	7
Corporate Services	1	1	1	2	0	1	6
Finance	2	1	1	2	2	4	12

Key Recommendations from Report

- **Finalise cleansing of basic service data** - to reach the same denominator for all households across all basic services
- **Improve collection rate ratio** - Analyse the Q3 78% Result: Recalculate using the original formula. Ask: How much was actual cash collected vs. bad debt write-offs? If write-offs drove the increase, the performance is fake.
- **Reduce vacancy rate** - from 35% toward 30% target; expedite SAPS and Home Affairs vetting processes
- **Ensure skills levy recovery** - address the Q3 drop to 0% by aligning training with Skills Development Plan

6.1 Municipal Manager

6.1.1 Basic Services

Indicator Assignment	EE4.4					
A1-Indicator Short Description	Percentage total electricity losses					
A2-Alignment	Improved energy sustainability					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage kWh					
A6-Frequency	Annual					
A7-Rationale	The purpose is to measure the percentage loss of potential revenue from Electricity Services through electricity units purchased and generated but not sold as a result of losses incurred through technical constraints, theft (illegal connections), non or inaccurate metering .					
	It is expected that implementation of the free basic service policy is included in the calculation for sale of electricity.					
A8-Definition	Electricity losses have two components: technical and non-technical. Technical losses occur naturally and consist mainly of power dissipation in electricity system components such as transmission and distribution lines, transformers, and measurement systems.					
	Non-technical losses are caused by actions external to the power system and consist primarily of electricity theft, faulty or inaccurate meters, and errors in accounting and record-keeping.					
	Losses are a measure of unaccounted for energy.					
	Thus, non-payment is not included as losses.					
A9-Indicator Formula	((1)Electricity Purchases in kWh) - ((2)Electricity sales in kWh)) / ((1)Electricity Purchases in kWh) x100					
A10-Indicator origin	National Treasury - Section 71 reporting					
	First round BEPP indicators					
	Similar to IAEA ECO 3: Efficiency of energy conversion and distribution					
A11-Notes on calculation	Calculated as at the last day of the financial year under investigation					
A12-Additional notes	The acceptable norm is between 7% and 10%					
Reporting Responsibility	Chief Financial Officer and Director Technical Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
	Target					
\Weight	40%	Baseline Indicator	7%			
		Annual Target	7%			
		Adjusted Target	8%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	7%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	HS1.3					
A1-Indicator Short Description	Percentage of households in informal settlements targeted for upgrading					
A2-Alignment	Increased security of tenure					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of households in informal settlements targeted for upgrading					
A6-Frequency	Annual					
A7-Rationale	Providing security of tenure to inhabitants of informal settlements is integral to the upliftment of communities.					
	Security of tenure provides the household with a fixed asset, surety of location and the incentive to invest in the incremental upgrading of their property and wider community.					
	Security of tenure is provided incrementally, with the first step being recognition by the municipality and then targeting for upgrading.					
A8-Definition	The number of households living in dwellings in informal settlements that have been designated for permanent in-situ upgrade (i.e. NUSP Category A and B1) as a percentage of all households living in informal settlements within the municipality.					
A9-Indicator Formula	((1)Number of households living in informal settlements targeted for upgrading / (2)Number of households living in informal settlements in the municipality)*100					
A10-Indicator origin	The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments.					
	There is an Outcome 8 indicator labelled 'Number of households living in adequate housing'.					
	At the output level, there is an Urban Settlements Development Grant Indicator labelled 'Number of households living in informal settlements targeted for upgrading', which informs this indicator.					
A11-Notes on calculation	A definitional issue arises as to whether municipalities are actually tracking 'dwellings' or 'households' as per the definition here.					
	Municipal consultations emphasised 'households' and so this is retained.					
	As a Tier 2 indicator, provision should be made to adjust the unit of measurement from household to dwelling based on the source data.					
A12-Additional notes	All settlements that have designated Category A and B1 in terms of NUSP guidelines, or equivalent, should be included in the numerator of this indicator.					
	Dwellings in informal settlements that have not been explicitly categorised as qualifying for in-situ upgrading should not be included in the numerator.					
	This both incentivises the categorisation of settlements and the provision of security of tenure.					
	Dwelling is used as a proxy for households in the absence of this enumeration.					
Reporting Responsibility	Director Technical Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	20%	Baseline Indicator	0%			
		Annual Target	100%			
		Adjusted Target	0%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	0%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

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Indicator Assignment		WS5.2				
A1-Indicator Short Description		Total water losses				
A2-Alignment		Improved water sustainability				
A3-Result-chain level		Outcome				
A4-Back to Basic Pillar		Service delivery				
A5-Unit of measurement		Liters per connection per day				
A6-Frequency		Annual				
A7-Rationale		Water consumption is currently too high and there is poor water use efficiency, and little water conservation and demand management implementation.				
		In particular, the increased percentage of the population with access to water services (as the current backlog is addressed), and the expected improvement in the standard of living, is likely to result in a greater per capita water consumption.				
		New water augmentation schemes will also be costly and are likely to be detrimental to the environment.				
		Effective water conservation and demand management brings about the required change to current water use management practices, and there are opportunities to increase water use efficiency in all water use sectors.				
A8-Definition		Total (apparent and real) losses, expressed in terms of annual volume lost per service connection per day.				
A9-Indicator Formula		Sum total of water losses [(((1) System input volume- (2) Authorised consumption volume) in m³ x 1000) / (365 x (2) Number of service connections)]				
A10-Indicator origin		ISO 37120 Indicator 21.7 MBI indicator IWA indicator				
A11-Notes on calculation		Water losses can be calculated as the System Input Volume (see data element 2) minus the Authorised Consumption (see data element 3).				
		This indicator is adequate for urban distribution systems.				
		Used if service connections density is > 20 / km of mains. IWA Op24 shall be used if service connections density is < 20 / km of mains (e.g. rural distribution systems or bulk supply systems). IWA PI is L/connection/year but converted to L/connection/day as this is more commonly used in practice. Although IWA/MBI specify m³/connection/year, DWS traditionally requires this performance indicator in units of L/connection/day.				
		Therefore, in order to calculate this performance indicator, a unit conversion is required from m³ to L.				
		To do this, the Water Losses in m³ is multiplied by a 1000 to convert this to Water Losses in L.				
A12-Additional notes		The IWA code for this performance indicator is Op23.				
		The MBI code for this performance indicator is WDM11. IWA (and MBI) alternatively specify Water losses in different units to DWS, notably Water losses (m³/connection/year).				
		Water losses (m³/connection/year) can be calculated using the following formula: (Water losses X 365 / assessment period) / number of service connections.				
Reporting Responsibility		Director Technical Services and Chief Financial Officer				
Applies to Municipal Category		Local Municipality				
Readiness		Tier 1				
Weight	20%	Baseline Indicator				43%
		Annual Target				37%
		Adjusted Target	37%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	37%			
Reason for the variance		Measures to address the variance				
N/A		N/A				

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Indicator Assignment		LED3.31				
A1-Indicator Short Description		Average number of days from the point of advertising to the letter of award per 80/20 procurement process				
A2-Alignment		Improved ease of doing business within the municipal area				
A3-Result-chain level		Output				
A4-Back to Basic Pillar		Service delivery				
A5-Unit of measurement		Days				
A6-Frequency		Quarterly				
A7-Rationale		Procurement is a key supply chain management process for municipalities to secure external services and for the businesses that bid for work. The time taken for a public procurement process is an important measure of the municipality's own ability to efficiently administrate its own procurement and the associated economic activity which follows.				
A8-Definition		The average number of days from the point of advertising to the letter of award per 80/20 procurement process. An 80/20 procurement process refers to public procurement as per the terms of the Preferential Procurement Regulations in terms of the Preferential Procurement Policy Framework Act for bids where an 80/20 Broad-Based Black Economic Empowerment (B-BBEE) thresholds of between R 30 000 and R 50 million applies. This would apply to tenders awarded within the financial year, and where disputes to the outcome of the tender process were not raised. This does not apply to requests for quotations.				
A9-Indicator Formula		(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award/ (2) Total number of 80/20 tenders awarded as per the procurement process				
A10-Indicator origin		The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation. It aligns in terms of the Outcome- Reduced concentration and monopolies and expanded small business sector				
A11-Notes on calculation		Cumulative for the year to date. Only refers to 80/20 procurement processes for which letters of award have been issued. Active procurement processes are not included. It does not include procurement processes where disputes have been lodged or where quotations have been obtained instead of an open procurement process.				
A12-Additional notes		Each quarter should track the processing time for applications for the financial year to date.				
Reporting Responsibility		Supply Chain Management Division				
Applies to Municipal Category		Local Municipality				
Readiness		Tier 2				
Weight	20%	Baseline Indicator	New			
		Annual Target	90 Days			
		Adjusted Target	90 Days	Actual	Achievement	Colour
		Quarter 1	90 Days	15 Days	Extremely	
		Quarter 2	90 Days	21 Days	Extremely	
		Quarter 3	90 Days	25 Days	Extremely	
		Quarter 4	90 Days			
Reason for the variance		Measures to address the variance				
N/A		N/A				

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Key Performance Area Performance	
Criteria	Number
Not for the period under review	3
Not Met	0
Almost Met	0
Met	0
Well Met	0
Extremely Met	1
Total	4

6.1.2 Institutional Capacity

Indicator Assignment	GG1.2					
A1-Indicator Short Description	Top management stability					
A2-Alignment	Improved municipal capability					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Building capable local government institutions					
A5-Unit of measurement	Percentage of working days					
A6-Frequency	Annual					
A7-Rationale	The stability of top management is central to the ability of a municipality to perform well.					
	This does not mean there should not be exits, but that exits should happen in a planned way, ideally ensuring that there is a seamless handover to fully appointed successors.					
	Extended period of acting arrangements is not desired and negatively treated in this indicator.					
A8-Definition	Top management is defined as Section 56 and 57 Managers, as per the Municipal Systems Act, 32 of 2000					
	This refers to the number of working days in which all of the top management positions in the municipality are filled by full-time employees not in an acting position					
A9-Indicator Formula	((1)Total sum of standard working days, in the reporting period, that each S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement)/ (2)Aggregate working days for all S57 posts) *100					
A10-Indicator origin	New					
A11-Notes on calculation	None					
A12-Additional notes	Where a new S56 or 57 posts has been created this should be reflected in a pro-rata treatment of the reporting period.					
	This indicator could be run just for the Municipal Manager position as well.					
Reporting Responsibility	Director Corporate Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	100%	Baseline Indicator	66%			
		Annual Target	88%			
		Adjusted Target	88%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	100%	Extremely Met	
		Quarter 4	88%			
Reason for the variance		Measures to address the variance				
N/A		N/A				

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	0
Almost Met	0
Met	0
Well Met	0
Extremely Met	1
Total	1

6.1.4 Good Governance, Transparency and Accountability

Indicator Assignment		GG3.1				
A1-Indicator Short Description		Audit Opinion				
A2-Alignment		More effective municipal administration				
A3-Result-chain level		Outcome				
A4-Back to Basic Pillar		Good governance				
A5-Unit of measurement		Qualitative audit result				
A6-Frequency		Annual				
A7-Rationale		The Audit Opinion of the Auditor-General gives an indication of the credibility of the municipal administration and provides assurance of financial and performance information reporting and adherence to governance and administrative legislation.				
A8-Definition		The Audit Opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including:				
		Unqualified with no findings				
		Unqualified with findings				
		Qualified with findings				
		Adverse with findings				
		Disclaimed with findings.				
		For those who have not completed the process 'Outstanding				
A9-Indicator Formula		(1) Audit opinion as defined by the Office of the Auditor-General across a qualitative scale				
A10-Indicator origin		Office of the Auditor-General				
A11-Notes on calculation		As at the end of the previous financial year.				
A12-Additional notes		The data retrieved for this indicator will be one year delayed due to the length of time it takes to undergo the audit process				
Reporting Responsibility		Directors				
Applies to Municipal Category		Local Municipality				
Readiness		Tier 1				
Weight	20%	Baseline Indicator	Unqualified			
		Annual Target	Unqualified with reduced matters of emphasis			
		Adjusted Target	Unqualified with reduced matters of emphasis	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	Unqualified with reduced matters of emphasis	Unqualified with reduced matters of emphasis	Met	
		Quarter 4	N/A			
		Reason for the variance		Measures to address the variance		
N/A		N/A				

Indicator Assignment	GG3.12					
A1-Indicator Short Description	Percentage of councillors who have declared their financial interests					
A2-Alignment	More effective municipal administration					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Good governance					
A5-Unit of measurement	Percentage of councillors					
A6-Frequency	Annual					
A7-Rationale	According to the Councillor Code of Conduct in the Municipal Systems Act, 32 of 2000, all councillors must within 60 days of election or appointment provide a declaration of interests to the municipal manager in writing.					
	Any change in the nature or detail of the financial interests of a councillor must be declared to the municipal manager annually.					
	Good practice in this regard entails an annual declaration of interest by all councillors. This provides an updated indication of whether municipalities are at least aware of potential conflicts of interest.					
A8-Definition	The percentage of all councillors that have declared their financial interests for the financial year being reported against.					
A9-Indicator Formula	((1) Number of councillors that have declared their financial interests/ (2) Total number of municipal councillors) *100					
A10-Indicator origin	According to the Councillor Code of Conduct in the Municipal Systems Act, 32 of 2000, a councillor must-					
	"When elected or appointed, a councillor must within 60 days declare in writing to the municipal manager the following financial interests held by that councillor:					
	a. shares and securities in any company					
	b. membership of any close corporation					
	c. interest in any trust					
	d. directorships					
	e. partnerships					
	f. other financial interests in any business undertaking					
	g. employment and remuneration					
	h. interest in property					
	i. pension					
	j. subsidies, grants and sponsorships by any organisation.					
	7.2 Any change in the nature or detail of the financial interests of a councillor must be declared in writing to the municipal manager annually.					
Proposed from CoGTA departmental consultations						
A11-Notes on calculation	None					
A12-Additional notes	In the event that a municipality does not observe good practice in this indicator, they should set a target commensurate with their interpretation of the frequency of declaration of interests.					
	Declarations of interest made outside of the financial year should not be considered.					
Reporting Responsibility	Director Corporate Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	35%	Baseline Indicator	80%			
		Annual Target	100%			
		Adjusted Target	100%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	100%			
Reason for the variance		Measures to address the variance				
N/A		N/A				

Indicator Assignment	GG4.1					
A1-Indicator Short Description	Average percentage of councillors attending council meetings					
A2-Alignment	Improved council functionality					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Good governance					
A5-Unit of measurement	Percentage of councillors					
A6-Frequency	Annual					
A7-Rationale	This indicator shows the level of engagement councillors have in the affairs of the municipality					
	And to what extent councillors are participating in the business for which they were elected.					
A8-Definition	The average percentage of members of the municipal council that attended council meetings.					
A9-Indicator Formula	((1)The sum total of all councillor attendance of all council meetings) / (2)The total number of council meetings * (3)The total number of council members in the municipality)*100					
A10-Indicator origin	CoGTA Back to Basics					
A11-Notes on calculation	The indicator should be reported as a cumulative average value for a quarter.					
	Annually, all meetings over the four quarters should be aggregated to reflect an annual average value.					
A12-Additional notes	None					
Reporting Responsibility	Director Corporate Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	25%	Baseline Indicator	93%			
		Annual Target	95%			
		Adjusted Target	95%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	95%			
Reason for the variance		Measures to address the variance				
N/A		N/A				

Indicator Assignment	GG5.1						
A1-Indicator Short Description	Number of alleged fraud and corruption cases reported per 100 000 population						
A2-Alignment	Zero tolerance of fraud and corruption						
A3-Result-chain level	Outcome						
A4-Back to Basic Pillar	Good governance						
A5-Unit of measurement	Number of alleged fraud and corruption cases						
A6-Frequency	Annual						
A7-Rationale	Principles of good governance require accountability, clean administration and responsible use of public funds.						
	The indicator provides a leading measure of the incidence of fraud and corruption based on alleged incidents.						
A8-Definition	The number of alleged incidents of fraud and corruption reported to the municipality during the period under review, normalised per 100 000 of the population.						
	Corruption is defined broadly in the Prevention and Combating of Corrupt Activities Act 12 of 2004 in Chapter 2(s3) and any criminal offence that may fall within the ambit of this definition is included for the purposes of this indicator.						
A9-Indicator Formula	[(1) Number of alleged fraud and corruption cases reported to the municipality / (2)Population of the municipality]*100 000						
A10-Indicator origin	ISO 11.4 derivative						
A11-Notes on calculation	None						
A12-Additional notes	This indicator should be viewed in conjunction with the other related outcome indicators of which this should be a predictor of consequences to follow if systems of accountability are functioning appropriately.						
Reporting Responsibility	Chief Risk Officer						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	20%	Baseline Indicator					2
		Annual Target					0
		Adjusted Target	2	Actual	Achievement	Colour	
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	2				
Reason for the variance			Measures to address the variance				
N/A			N/A				
Key Performance Area Performance							
Criteria		Number					
Not for the period under review		3					
Not Met		0					
Almost Met		0					
Met		1					
Well Met		0					
Extremely Met		0					
Total		4					

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6.1.5 Public Participation

Indicator Assignment	GG2.1					
A1-Indicator Short Description	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)					
A2-Alignment	Improved municipal responsiveness					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Putting people first					
A5-Unit of measurement	Percentage of ward committees					
A6-Frequency	Annual					
A7-Rationale	This indicator shows the level to which the municipality supports ward committees					
	How functional formal mechanisms for public participation are in the municipality					
	And that they are active and properly constituted.					
A8-Definition	The percentage of ward committees that are deemed to be 'functional' out of all wards in the municipality.					
	Functional is defined as- they have an agreed annual ward committee action plan by end of Q1 of the year under review and had at least four quorate meetings in that year.					
A9-Indicator Formula	((1)Functional ward committees)/((2)Total number of wards)*100					
A10-Indicator origin	CoGTA Back to Basics					
A11-Notes on calculation	None					
A12-Additional notes	None					
Reporting Responsibility	Personal Assistant to the Speaker					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	25%	Baseline Indicator	65%			
		Annual Target	80%			
		Adjusted Target	76,5%	Actual	Achievement	Colour
		Quarter 1	76,5%	88%	Well Met	
		Quarter 2	76,5%	88%	Well Met	
		Quarter 3	76,5%	88%	Well Met	
		Quarter 4	76,5%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	GG2.11						
A1-Indicator Short Description	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)						
A2-Alignment	Improved municipal responsiveness						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Putting people first						
A5-Unit of measurement	Percentage of ward committees						
A6-Frequency	Quarterly						
A7-Rationale	This indicator demonstrates the extent to which ward committees are active in terms of filled representation, which is a proxy indicator for the level of community engagement in the public participation system via a formal structure such as the ward committee.						
	The indicator shows the percentage of ward committees that have filled at least 60% of the seats available to them.						
A8-Definition	The percentage of ward committees that had 6 or more members, excluding the ward councillor, as a proportion of the total number of wards at the last day of the reporting period.						
A9-Indicator Formula	((1)The number of ward committees with 6 or more members)/((2)Total number of wards)*100						
A10-Indicator origin	Proposed based on CoGTA department consultations						
A11-Notes on calculation	The indicator should be reported at the last day of the reporting period of each quarter.						
	The annual performance is therefore the same as the performance for the fourth quarter.						
A12-Additional notes	None						
Reporting Responsibility	Personal Assistant to the Speaker						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 2						
Weight	25%	Baseline Indicator					65%
		Annual Target					80%
		Adjusted Target	76,5%	Actual	Achievement	Colour	
		Quarter 1	76,5%	88%	Well Met		
		Quarter 2	76,5%	88%	Well Met		
		Quarter 3	76,5%	88%	Well Met		
		Quarter 4	76,5%				
Reason for the variance		Measures to address the variance					
Three out of seventeen ward committees are not having their meetings as required by law		Speaker to ensure that ward councillors adhere to the legislative requirements					

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Indicator Assignment	GG2.12					
A1-Indicator Short Description	Percentage of wards where at least one councillor-convened community meeting was held					
A2-Alignment	Improved municipal responsiveness					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Putting people first					
A5-Unit of measurement	Meetings					
A6-Frequency	Quarterly					
A7-Rationale	The indicator provides an indication of the extent of wards where at least the minimum opportunity for public participation with the elected representative was provided by a community meeting.					
	Each ward councillor should convene at least one quarterly meeting in his/her ward as per the provisions of the Municipal Systems Act and the Councillor Code of Conduct.					
A8-Definition	The wards in the municipality in which at least one community meeting has been convened by a councillor.					
	Community meetings refer to any public meeting for which public notice is given, held in the councillor’s ward, and at which the ward councillor convenes the meeting.					
A9-Indicator Formula	((1) Number of wards where at least one councillor-convened community meeting was held / (2) Number of wards in the municipality) * 100					
A10-Indicator origin	According to the Councillor Code of Conduct in the Municipal Systems Act, 32 of 2000, ward councillors are expected to interact through report back meetings with the community.					
	The legislation states that “councillors must be accountable to local communities and report back at least quarterly to constituencies on council matters, including the performance of the municipality in terms of established indicators”. CoGTA Back to Basics					
A11-Notes on calculation	Non-cumulative indicator.					
	The results should be reported per quarter.					
A12-Additional notes	None					
Reporting Responsibility	Personal Assistant to the Speaker					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	25%	Baseline Indicator	65%			
		Annual Target	80%			
		Adjusted Target	76,5%	Actual	Achievement	Colour
		Quarter 1	76,5%	88%	Well Met	
		Quarter 2	76,5%	88%	Well Met	
		Quarter 3	76,5%	88%	Well Met	
		Quarter 4	80%			
Reason for the variance			Measures to address the variance			
Three out of seventeen ward committees are not having their meetings as required by law			Speaker to ensure that ward councillors adhere to the legislative requirements			

Indicator Assignment	GG2.31					
A1-Indicator Short Description	Percentage of official complaints responded to through the municipal complaint management system					
A2-Alignment	Improved municipal responsiveness					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Putting people first					
A5-Unit of measurement	Percentage of complaints					
A6-Frequency	Quarterly					
A7-Rationale	As a matter of public participation, all municipalities are expected to have a complaints management system to receive notifications related to service delivery and areas in need of attention and response.					
	The municipality should respond promptly and appropriately to the complaints from the public, in line with a set of standards determined by the municipality. The indicator seeks to measure the extent to which the municipality has managed complaints to its own agreed norms and standards.					
	Responses are not necessarily indicative of satisfactory resolution, but resolution will also differ based on the nature and scope of the complaint received.					
	Response is therefore tracked as an indication for acknowledgement of the complaint and documentation that the municipality will address it as appropriate.					
A8-Definition	The number of official complaints responded to as per the municipality defined norms and standards, as a percentage of the number of official complaints received.					
	A complaint is any formal grievance, concern or issue registered with municipality as per its established systems and protocols.					
	An official complaint, in this instance, should be formally logged within the Municipal Complaints Management System. "Norms and standards" refer to a municipality's agreed ability to respond promptly and appropriately to the complaints from the public, in line with protocols determined by the municipality, whether or not this is consistent with any external guidance or benchmarking.					
	Note that resolution refers to an official municipal response to the complaint and does not provide for a determination of "satisfaction" with the municipal response on the part of the public.					
A9-Indicator Formula	((1) Number of official complaints responded to according to municipal norms and standards / (2) Number of official complaints received)					
A10-Indicator origin	The Municipal Systems Act Section 17(2)(a) provides that a municipality must provide for "the receipt, processing and consideration of petitions and complaints lodged by members of the local community".					
	This relates to MTSF Priority 6: Social Cohesion and Safer Communities in terms of the outcome- Promoting active citizenry and leadership.					
A11-Notes on calculation	Cumulative figure quarter-on-quarter for the year. The quarter 4 results will be equivalent to the annual figure.					
	Each municipality will have different complaints management systems and so the municipality should specify through its Standard Operating Procedures the exact scope of 'complaints' that it includes within its context.					
A12-Additional notes	Open complaints still within the period of norms and standards for processing should be excluded.					
	It is dependent on the municipality whether their systems register complaints through call centres, online, Izimbizo, or service delivery forums as part of formal complaints received.					
	Whichever avenues are provided for by the municipality should be reflected in the indicator.					
Reporting Responsibility	Directors					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	25%	Baseline Indicator	100%			
		Annual Target	100%			
		Adjusted Target	76,5%	Actual	Achievement	Colour
		Quarter 1	76,5%	50%	Not Met	
		Quarter 2	76,5%	63%	Not Met	

		Quarter 3	76,5%	67%	Not Met	
		Quarter 4	100%			
Reason for the variance			Measures to address the variance			
Not all the complaints were addressed within the standard operating requirements			Ensure that all complains are attend to within the required timeframe			

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	1
Almost Met	0
Met	0
Well Met	3
Extremely Met	0
Total	4

6.2 Director Technical Services

6.2.1 Basic Delivery

Indicator Assignment	EE1.11					
A1-Indicator Short Description	Percentage of households with access to electricity					
A2-Alignment	Improved access to electricity					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of households					
A6-Frequency	Annual					
A7-Rationale	It is important in order to understand whether the principles of the Constitution are being fulfilled by providing social equity and development in terms of access to a basic electricity service					
	Meeting Sustainable Development Goals.					
	Identifying the percentage of households enabled through the benefits of a regular energy source.					
A8-Definition	Percentage of households that have access to electricity services within the municipal area.					
A9-Indicator Formula	(1) Number of households having access to electricity / (2) Total number of households within the municipal area) *100					
A10-Indicator origin	United Nations Sustainable Development Goal SDG 7.11					
	Proportion of population with access to electricity					
	Similar to ISO 37120 Energy indicator 7.2					
A11-Notes on calculation	There will be a one-year lag in this data on account of delays between collection and dissemination of the data.					
	Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing					
A12-Additional notes	This will only look at those having access to electricity in the conventional sense.					
	In the future, this may be expanded to look at other forms of access (access to off-grid, access to other forms of energy, etc.).					
Reporting Responsibility	Manager Electricity Services and Manager Revenue Management					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	10%	Baseline Indicator	95%			
		Annual Target	95%			
		Adjusted Target	94%	Actual	Achievement	Colour
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	94%			
Reason for the variance		Measures to address the variance				
N/A		N/A				

Indicator Assignment	EE3.11					
A1-Indicator Short Description	Percentage of unplanned outages that are restored to supply within industry standard timeframes					
A2-Alignment	Improved reliability of electricity service					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of outages					
A6-Frequency	Quarterly					
A7-Rationale	Once an unplanned outage has occurred, the municipality should strive to restore power to the affected groups as soon as possible.					
	Quick turnaround implies greater reliability of the municipal electricity service.					
	This indicator is a distribution of MTTR (Mean Time to Restore), which is the average time it takes to restore supply once an interruption takes place.					
A8-Definition	The proportion of MTTRs that are within industry standards where MTTR is the average time it takes to restore unplanned outages.					
	The following five categories of restoration time are applied as industry standards NSR 047: X=1.5, 3.5, 7.5, 24 and 168					
A9-Indicator Formula	((1) Number of unplanned outages restored within x hours / (2) Total number of unplanned outages) x 100, where x is based on industry standards (x=1.5, 3.5, 7.5, 24 and 168) and as per NRS 047.					
A10-Indicator origin	IEEE Electric Power Distribution Reliability Indices: MTTR					
A11-Notes on calculation	Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year.					
A12-Additional notes	Originally, this indicator was set using the parameters determined by Eskom (x= 0.5, 1.5, 3.5, 3.5, 3.5, 24 or less).					
	Municipal feedback has since shifted this to the following NSR 047 standards where x=1.5, 3.5, 7.5, 24 and 168 or less.					
	There may be some discrepancies between municipalities as some municipalities do not have automated systems.					
	Thus, their turn around timeframes will begin from the time the customer reported an outage.					
	However, we should start with what is available for now and work towards uniformity.					
	The 0.5 hr. mark will only be possible to report in municipalities where SCADA systems are in place.					
Reporting Responsibility	Manager Electricity Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	5%	Baseline Indicator	98%			
		Annual Target	98%			
		Adjusted Target	96%	Actual	Achievement	Colour
		Quarter 1	96%	100%	Well Met	
		Quarter 2	96%	100%	Well Met	
		Quarter 3	96%	100%	Well Met	
		Quarter 4	96%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	HS1.12						
A1-Indicator Short Description	Number of formal sites serviced						
A2-Alignment	Improved access to adequate housing						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	Number of serviced sites						
A6-Frequency	Annual						
A7-Rationale	A basic level service for the core services of water, electricity and sanitation is a prerequisite for 'adequate housing'.						
	This indicator tracks the number of new sites to which the municipality has provided a minimum service level for the three basic services in terms of infrastructure provision (e.g. water, sanitation and electricity).						
	Waste removal is a recurring service that is not based on infrastructure provision to a site and is therefore excluded.						
A8-Definition	A site refers to a pre-determined area where basic services can be provided						
	There is some degree of security of tenure and to which a household can be situated or relocated and/or upgraded.						
	This refers to the number of all sites serviced with new connections for all three services of electricity, water and sanitation, to a basic level within the municipality in the financial year.						
	These sites do not include the construction of top structures.						
	A basic level of service is defined as an individual service to each site (not shared) meeting the national minimum standard (the Regulations in terms of the Water Services Act in the case of water and sanitation and the Policy Guidelines for the Integrated National Electrification Programme (INEP) 2016/17 in the case of electricity), or the minimum standards defined by the municipality, whichever is higher.						
A9-Indicator Formula	A simple count of all (1) sites serviced with all three of the basic services.						
A10-Indicator origin	The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments.						
	There is also an Urban Settlements Development Grant indicator- Number of sites currently serviced with electricity, water (house connection) sewerage removal service and solid waste removal service (622) which corresponds to this indicator.						
A11-Notes on calculation	Sites lacking any one of the services, or below the minimum standard for that service, should be excluded.						
	Communal servicing of informal settlements should be excluded.						
A12-Additional notes	This indicator is also intended to support the realisation of improving access to adequate housing by tracking the three core service connections/provisions as a pre-requisite.						
	Serviced sites will be provided as part of the national housing programme but may also be provided by the municipality using the USDG or other funding.						
Reporting Responsibility	Manager Urban Planning and Property Management						
Applies to Municipal Category	Local Municipality						
Readiness	Tier1						
Weight	5%	Baseline Indicator					300
		Annual Target					100
		Adjusted Target	0	Actual	Achievement	Colour	
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	0				
Reason for the variance		Measures to address the variance					
N/A		N/A					

Indicator Assignment	HS1.31						
A1-Indicator Short Description	Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)						
A2-Alignment	Increased security of tenure						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	Number of informal settlements						
A6-Frequency	Annual						
A7-Rationale	Providing security of tenure to inhabitants of informal settlements is integral to the upliftment of communities.						
	By classifying informal settlements according to the UISP the settlements are comprehensively appraised, enumerated and marked for intervention in the form of upgrade or relocation.						
	This classification is an important pre-requisite for incremental security of tenure on a tenure spectrum.						
A8-Definition	The number of designated informal settlements within the municipal area enumerated and classified according to the NUSP categorisation, or equivalent.						
	Enumeration includes the collection of household level data of informal settlement residents, as well as the levels and status of services in the settlement.						
A9-Indicator Formula	Simple count of the (1) number of informal settlements enumerated and classified according to the UISP categorisation, or equivalent, in the period under assessment.						
A10-Indicator origin	The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments.						
	There is an Outcome 8 indicator labelled 'Number of existing informal settlements assessed' and this is a pre-requisite to informal settlement upgrading.						
A11-Notes on calculation	Settlements for which only a dwelling count is available should not be included. Settlements need to have been enumerated and classified according to the NUSP classification, or equivalent, in the financial year in order to be counted.						
A12-Additional notes	The indicator does not currently distinguish between the size of an informal settlement.						
	It treats all designated informal settlements equally, regardless of size.						
Reporting Responsibility	Manager Urban Planning and Property Management						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	10%	Baseline Indicator					3
		Annual Target					2
		Adjusted Target	2	Actual	Achievement	Colour	
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	2				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	HS2.22					
A1-Indicator Short Description	Average number of days taken to process residential building plan applications					
A2-Alignment	Improved functionality of the property market					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Number of days: Applications					
A6-Frequency	Quarterly					
A7-Rationale	This is an efficiency measure of the average processing time of the residential building plan applications submitted to the municipality.					
	Delays in the processing of building plan applications affect the time taken to build new housing within the municipal area and may become a deterrent to property development.					
	Removing unnecessary delays or uncertainties related to the efficiency of building plan application processes supports a functional property market within the municipality.					
A8-Definition	The indicator measures the number of days a residential building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application.					
	Excludes time taken to process appeals of the initial decision.					
	Residential building plans are defined as all residential building plan applications less than 500 square meters.					
A9-Indicator Formula	(1) Sum of the number of days between the date of submission of a complete residential building plan application to the municipality and the communication of the adjudication result of the application, for all residential applications in the period of assessment /(2) Number of residential building plan applications adjudicated in the financial year to date					
A10-Indicator origin	The indicator's origin rests with municipalities already tracking this measure of efficiency as it relates to building plan applications.					
A11-Notes on calculation	Calculations should be made and tracked on a quarterly basis.					
	The quarterly calculation should be cumulative for the year so that the 4th quarter calculation is a measure of the average processing time for the entire municipal financial year.					
	If a building plan application has not been adjudicated at the time of reporting it should be excluded from the total number of building plan applications.					
	The numerator and denominator should cover the same period and the same type of applications (i.e. residential only, or all applications).					
A12-Additional notes	This indicator should ideally be calculated for residential building plans only of 500 square meters or less, insofar as possible.					
	If the available data relates to all building plan applications, or building applications of a size most often associated with residential building plans					
	This is an adequate proxy and should be clarified in the Standard Operating Procedure of the municipality.					
Reporting Responsibility	Manager Urban Planning and Property Management					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	5%	Baseline Indicator	30			
		Annual Target	30			
		Adjusted Target	20	Actual	Achievement	Colour
		Quarter 1	N/A	63%	Extremely Met	
		Quarter 2	N/A	52%	Extremely Met	
		Quarter 3	N/A	16	Not Met	
		Quarter 4	10			
Reason for the variance			Measures to address the variance			
Not provided			Not provided			

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Indicator Assignment	TR6.11						
A1-Indicator Short Description	Percentage of gravel road graded						
A2-Alignment	Improved quality of municipal road network						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	Percentage of gravel road network, by length						
A6-Frequency	Annual						
A7-Rationale	Regular grading of gravel roads increases the safety of municipal roads						
A8-Definition	The length of gravel road which has been graded as a percentage of overall gravel road network.						
A9-Indicator Formula	((1) Kilometers of municipal road graded / (2) Kilometers of ungraded gravel road) * 100						
A10-Indicator origin	SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport						
A11-Notes on calculation	The graded road is measured at the end of the financial reporting period, cumulative for the entire financial year.						
	However, the ungraded gravel road is measured at the start of the financial year.						
A12-Additional notes	None						
Reporting Responsibility	Manager Roads and Stormwater						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	10%	Baseline Indicator	30%				
		Annual Target	40%				
		Adjusted Target	30%	Actual	Achievement	Colour	
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	40%				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	TR6.12						
A1-Indicator Short Description	Percentage of surfaced municipal road lanes which have been resurfaced and resealed						
A2-Alignment	Improved quality of municipal road network						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	Percentage of surfaced road lanes						
A6-Frequency	Annual						
A7-Rationale	Regular maintenance of municipal roads increases the safety of roads						
A8-Definition	The distance of surfaced municipal road lanes (class 3-5) in kilometres which has been resurfaced and resealed in terms of the total network length.						
	Total network length is measured on a per lane basis, so a road that is four-lanes wide for 1 km has a total network length of 4kms for the purpose of this indicator.						
A9-Indicator Formula	((1) Kilometers of municipal road lanes resurfaced and resealed / (2) Kilometers of surfaced municipal road lanes) * 100						
A10-Indicator origin	SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport						
A11-Notes on calculation	The resurfaced and resealed road is measured at the end of financial reporting period, cumulative for the financial year.						
	The surfaced road length is measured as the network length at the start of the financial year.						
A12-Additional notes	None						
Reporting Responsibility	Manager Roads and Stormwater						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	10%	Baseline Indicator					40%
		Annual Target					46%
		Adjusted Target	20%	Actual	Achievement	Colour	
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	20%				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	TR6.13						
A1-Indicator Short Description	KMs of new municipal road network						
A2-Alignment	Improved quality of municipal road network						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	KMs of road network						
A6-Frequency	Quarterly						
A7-Rationale	Municipal road networks are enhanced as they are expanded and new connections are created, with the potential of contributing to commuting efficiencies.						
	Measuring the creation of new municipal road network is one measure of expanding municipal service indicative of improvements to the municipal road network.						
A8-Definition	The distance of municipal road network built in kilometers within the municipal area, by the municipality (inclusive of all its departments and implementing agents).						
	This is inclusive of both surfaced and unsurfaced roads built by the municipality.						
	A surfaced road refers to road installed with a durable surface material intended to sustain traffic, usually pavement or concrete.						
	Total municipal road network length is measured irrespective of the road lanes for this indicator.						
A9-Indicator Formula	(1) Number of kilometres of surfaced road network built + (2) Number of kilometres unsurfaced road network built						
A10-Indicator origin	This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. It is similar to the indicator "KM of roads upgraded, refurbished and maintained".						
	SDG 11.2 Provide access to safe, affordable and sustainable public transport for all, improving road safety, notably by expanding public transport						
A11-Notes on calculation	Cumulative, year to date.						
	The new municipal road built is measured as at the end of the reporting period.						
A12-Additional notes	In cases where new road lanes have been added to existing road network (e.g. a 2-lane road has been expanded to 4-lanes), these are not considered expansions to the road network because the length of the network does not change.						
	Where an existing road is 'upgraded' from gravel to a surfaced road, this also does not expand the length of the network. Resurfacing and resealing an existing surfaced road is also excluded.						
Reporting Responsibility	Manager Roads and Stormwater						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 2						
Weight	10%	Baseline Indicator					7.0
		Annual Target					7.7
		Adjusted Target	5.5km	Actual	Achievement	Colour	
		Quarter 1	2	1.8	Almost		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	3.5				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	TR6.21					
A1-Indicator Short Description	Percentage of reported pothole complaints resolved within standard municipal response time					
A2-Alignment	Improved quality of municipal road network					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Potholes					
A6-Frequency	Quarterly					
A7-Rationale	Fixing of potholes should occur within a reasonable time after the municipality becomes aware of them - not only in order to be responsive to public complaints, but also to limit the period that the pothole poses a risk to road users and vehicles.					
	The indicator demonstrates whether the municipality is efficient and consistent in undertaking this type of maintenance, at least insofar as pothole complaints reported by the public are concerned.					
A8-Definition	The percentage of reported pothole complaints resolved within the standard time, as a percentage of all potholes reported.					
	A reported pothole complaint refers to the report as the incidence, not the number of potholes that may be referred to in a given report.					
	Municipal standard response times and operating procedures for service providers who may undertake this work for the municipality are confirmed at the municipal level in terms of the municipality's standard operating procedure for measuring the indicator.					
A9-Indicator Formula	((1) Number of pothole complaints resolved within the standard time after being reported / Number of potholes reported)					
A10-Indicator origin	This relates to MTSF Priority 2: Economic transformation and job creation and advances the Outcome- Increase access to affordable and reliable transport systems. Ministerial inputs					
A11-Notes on calculation	The indicator is cumulative, year to date. It should not include 'active' reports as at the end of the reporting period if they are still within the window of standard response time and have not yet been resolved.					
	To avoid a gap between reporting periods, this means that any active reports that precede the start of the reporting period but are resolved (or exceed standard municipal response time) within that reporting period, should feature in the calculation.					
A12-Additional notes	Note that this indicator refers to potholes reported to the municipality, regardless of who does the reporting.					
	Pothole complaints raised at the end of the reporting period which have not been resolved or for which the municipality is still within the standard time allocation at the time of reporting should be excluded from the indicator.					
	Pothole complaints that fall into this category should be incorporated into the next reporting period.					
Reporting Responsibility	Manager Roads and Stormwater					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	5%	Baseline Indicator	40%	Actual	Achievement	Colour
		Annual Target	40%			
		Quarter 1	10%	10%	Met	
		Quarter 2	20%	20%	Met	
		Quarter 3	30%	26%	Almost Met	
		Quarter 4	40%			
Reason for the variance			Measures to address the variance			
Not provided			Not provided			

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Indicator Assignment	WS1.1						
A1-Indicator Short Description	Percentage of households with access to basic sanitation						
A2-Alignment	Improved access to sanitation						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	Percentage of households						
A6-Frequency	Annual						
A7-Rationale	South Africa comes from a history of separate development which has resulted in many areas not having access to basic sanitation services.						
	A dedicated basic services development programme was initiated in 1994 to eradicate the historic backlogs.						
	The target was for all people in South Africa to have access to a functioning basic sanitation facility by 2014.						
	This target was however not met, and a new target date of 2019 has been set, as per the 2014 Medium Term Strategic Framework, which needs to be reviewed as per the Medium-Term Development Plan 2024-2029.						
A8-Definition	Percentage of households accessing ("using") a toilet facility that meets minimum standards for basic sanitation out of all households within the municipality.						
	Minimum standards are currently defined as a either a flush toilet (sewerage system) and/or flush toilet (septic tank), and/or a pit toilet connected to ventilation (VIP).						
A9-Indicator Formula	((1) Number of households using a flush toilet (connected to sewerage system) + (2) Number of households using a flush toilet (with septic tank) + (3) Number of households using pit toilets with ventilation (VIP) / (4) Total number of households in the municipality) * 100.						
A10-Indicator origin	MTSF Outcome 9- Sub-outcome members of society have sustainable and reliable access to basic services MBI indicator						
A11-Notes on calculation	Basic sanitation (meeting minimum requirements) includes access to either of the following:						
	(1) Flush toilet (sewerage system)						
	(2) Flush toilet (septic tank), and/or						
	(3) VIP.						
	In order to calculate, will need to obtain data for all individual service levels.						
	It is therefore assumed that: Total number of households with access to sanitation is the sum of:						
	(1) Access to sanitation: Flush toilet (connected to sewerage system)						
	(2) Access to sanitation: Flush toilet (with septic tank)						
	3) Access to sanitation: Pit toilet with ventilation (VIP) Total number of households without access to sanitation is the sum of:						
	(4) Access to sanitation: Chemical toilet						
	(5) Access to sanitation: Pit toilet without ventilation						
	(6) Access to sanitation: Bucket toilet						
	(7) Access to sanitation: Other (8) Access to sanitation: No sanitation						
	Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing						
A12-Additional notes	The MBI code for this performance indicator is SD127.						
Reporting Responsibility	Manager Water and Sanitation and Manager Revenue Management						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	10%	Baseline Indicator	73%	Actual	Achievement	Colour	
		Annual Target	73%				
		Quarter 1	N/A	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	73%				
Reason for the variance			Measures to address the variance				
N/A			N/A				

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Indicator Assignment	WS2.1					
A1-Indicator Short Description	Percentage of households with access to basic water supply					
A2-Alignment	Improved access to water					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of households					
A6-Frequency	Annual					
A7-Rationale	South Africa comes from a history of separate development which has resulted in many rural areas not having access to basic water supply.					
	A dedicated basic services development programme was initiated in 1994 to eradicate the historic backlogs.					
	The target was for all people in South Africa to have access to a functioning basic water supply by 2014.					
	This target was however not met, and a new target date of 2019 has been set, as per the 2014 Medium Term Strategic Framework, and as per Medium-term Development Plan 2024 to 2029					
A8-Definition	Percentage of households with access to basic water supply, defined as the household's main source of drinking water is piped (tap) water inside dwelling/house, piped (tap) water inside yard, and/or piped water to a community stand: <200 m.					
A9-Indicator Formula	Number of households with the main source of drinking water					
	(1) piped (tap) water inside dwelling/institution					
	(2) Number of households with the main source of drinking water piped (tap) water inside yard					
	(3) Number of households with the main source of drinking water piped (tap) water on community stand: distance less than 200m from dwelling/institution / (4) Total number of households in the municipality * 100					
A10-Indicator origin	MTSF Outcome 9- Sub-outcome Members of society have sustainable and reliable access to basic services MBI indicator					
A11-Notes on calculation	Basic water supply (meeting minimum requirements) includes access to either of the following:					
	(1) Piped (tap) water inside dwelling/house					
	(2) Piped (tap) water inside yard, and/or					
	(3) Community stand: <200 m. In order to calculate, will need to obtain data for all individual service levels. It is therefore assumed that: Total number of households with access to water is the sum of:					
	(1) Access to water: Piped (tap) water inside dwelling/house					
	(2) Access to water: Piped (tap) water inside yard					
	(3) Access to water: Piped (tap) water on community stand: distance less than 200m from dwelling/institution Total number of households without access to water is the sum of:					
	(4) Access to water: Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution					
	(5) Access to water: Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution					
	(6) Access to water: Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution					
	(7) Access to water: No access to piped (tap) water					
	Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing					
A12-Additional notes	The MBI code for this performance indicator is SD126.					
Reporting Responsibility	Manager Water and Sanitation and Manager Revenue Management					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	10%	Baseline Indicator	100%	Actual	Achievement	Colour
		Annual Target	100%			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	100%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	WS3.1					
A1-Indicator Short Description	Frequency of sewer blockages					
A2-Alignment	Improved quality of water and sanitation services					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Number of blockages					
A6-Frequency	Annual					
A7-Rationale	Operations and maintenance typically include the day-to-day activities necessary for the water services system infrastructure and equipment to perform their intended function.					
	To accomplish this, the municipality must operate the systems and equipment responsibly and maintain them properly.					
	Maintaining infrastructure in sound condition is a key element of providing sustainable municipal services.					
	If a poor maintenance regime is followed, an asset may not reach its design life and will have to be replaced early.					
	Since 1994 the focus of Government has been on the provision of basic water and sanitation infrastructure.					
	The effective operation and maintenance of this infrastructure is an essential part of service delivery that has been much neglected.					
	An assessment of 1689 water schemes found that at least 10% were dysfunctional, while a further 20 to 24% were experiencing serious water security problems, and 48% needed urgent refurbishment.					
	Functionality issues can mostly be ascribed to poor management. In order to ensure long term effective water services delivery, an asset management approach must be followed.					
A8-Definition	Number of blockages in sewers per 100km of sewer length per year.					
	Blockages are defined as reported or logged blockages that result in an obstruction of system flow which may be caused by roots, obstructive items or other pipeline disruption.					
A9-Indicator Formula	(1) Number of blockages in sewers that occurred during the assessment period / [(2) Total sewer length at the reference date/100]					
A10-Indicator origin	IWA indicator MBI indicator					
A11-Notes on calculation	Pumping station blockages shall not be included.					
	Include blockages only where these are the responsibility of the wastewater undertaking entity.					
	This PI may be assessed for periods shorter than one year, but it is recommended that it be used only where data for the variables have been collected for at least a year.					
	Where it has been used for shorter time periods, special consideration is required when used for comparisons, either internal or external to the undertaking.					
A12-Additional notes	The IWA code for this performance indicator is wOp34. The MBI code for this performance indicator is OM5. MBI formula: OM5 (%) = wD38 / (wC1/100)					
Reporting Responsibility	Manager Water and Sanitation					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	10%	Baseline Indicator	100%	Actual	Achievement	Colour
		Annual Target	100%			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	83%	Extremely Met	
		Quarter 4	100%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	WS3.11					
A1-Indicator Short Description	Percentage of complaints/callouts responded to within 24 hours (sanitation/ wastewater)					
A2-Alignment	Improved quality of water and sanitation services					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of outages					
A6-Frequency	Annual					
A7-Rationale	Service quality or customer satisfaction is measured through customer surveys and the monitoring of complaints/ protests, continuity of supply, affordability and service level indicators.					
	Municipalities face significant challenges as they strive to increase the quality and manage the costs of services to their customers.					
	Service delivery protests have become a regular feature of South African life. Poor services can therefore make it difficult to attract business or industry to an area and will limit job opportunities for residents.					
	Protest and unrest are bad for the local economy, leading to perceptions of instability.					
	Without income from services, the municipality will either be running a bankrupt business or be highly reliant on grants.					
	Resolving these challenges thus brings direct economic benefits to a municipality.					
A8-Definition	Percentage complaints/callouts (outages logged with the municipality) responded to within 24 hours (sanitation/wastewater).					
	Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours.					
	This does not mean the complaint/callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.					
A9-Indicator Formula	(1) Number of complaints/callouts (outages logged on the municipal system) responded to within 24 hours (sanitation/wastewater)/ (2) Total wastewater/sanitation complaints/callouts received * 100					
A10-Indicator origin	MBI indicator IWA aligned indicator					
A11-Notes on calculation	Measured at the end of each year. Some municipalities have manual systems and measurements, but it may be difficult to verify initially.					
	There are aspirations to progress this indicator to a measure of 'resolution' rather than 'response' in the future.					
A12-Additional notes	The IWA code for this performance indicator is wQS27. Formula: wQS27 (%) = wF20 / wF12 x 100.					
	The MBI code for this performance indicator is SD124.					
	Formula: SD124 (%) = wF20 / wF12 x 100.					
	A suggestion was made to include a measure of interruptions.					
Reporting Responsibility	Manager Water and Sanitation					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	5%	Baseline Indicator	100%	Actual	Achievement	Colour
		Annual Target	100%			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	83%	Extremely Met	
		Quarter 4	100%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	WS3.21					
A1-Indicator Short Description	Percentage of complaints/callouts responded to within 24 hours (water)					
A2-Alignment	Improved quality of water and sanitation services					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of outages					
A6-Frequency	Annual					
A7-Rationale	Service quality or customer satisfaction is measured through customer surveys and the monitoring of complaints/ protests, continuity of supply, affordability and service level indicators.					
	Municipalities face significant challenges as they strive to increase the quality and manage the costs of services to their customers.					
	Service delivery protests have become a regular feature of South African life.					
	Poor services can therefore make it difficult to attract business or industry to an area and will limit job opportunities for residents.					
	Protest and unrest are bad for the local economy, leading to perceptions of instability. Without income from services, the municipality will either be running a bankrupt business or be highly reliant on grants.					
	Resolving these challenges thus brings direct economic benefits to a municipality.					
A8-Definition	Percentage complaints/callouts (outages) responded to within 24 hours (water). Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours.					
	This does not mean the complaint/callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.					
A9-Indicator Formula	(1) Number of complaints/callouts (outages) responded to within 24 hours (water)/ (2) Total water service complaints/callouts received * 100					
A10-Indicator origin	MBI indicator IWA aligned indicator					
A11-Notes on calculation	Measured at the end of each year. Some municipalities have manual systems and measurements, but it may be difficult to verify initially.					
	There are aspirations to progress this indicator to a measure of 'resolution' rather than 'response' in the future.					
A12-Additional notes	The MBI code for this performance indicator is SD123. Formula: SD123 (%) = F137 / F15 x 100.					
	A suggestion was made to include a measure of interruptions.					
Reporting Responsibility	Manager Water and Sanitation					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	5%	Baseline Indicator	100%	Actual	Achievement	Colour
		Annual Target	100%			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	74%	Extremely Met	
		Quarter 4	100%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

2.2 Local Economic Development

Indicator Assignment	HS2.22					
A1-Indicator Short Description	Average number of days taken to process building plan applications of less than 500 square meters					
A2-Alignment	Improved functionality of the residential property market					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Number of days: Applications					
A6-Frequency	Quarterly					
A7-Rationale	This is an efficiency measure of the average processing time of the building plan applications submitted to the municipality.					
	Delays in the processing of building plan applications affect the time taken to build new housing and other buildings within the municipal area and may become a deterrent to property development.					
	Removing unnecessary delays or uncertainties related to the efficiency of building plan application processes supports a functional property market within the municipality.					
	This indicator is also a useful efficiency measure as it relates to the municipality's ability to create an enabling environment for businesses.					
	The National Building Regulations and Building Standards Act legislates the less than 500 square meters distinction and sets a processing standard for building plan applications within a period of 30 days.					
A8-Definition	The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application.					
	Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to "amendment letters" or in terms of a "date of first refusal" are not included within the measurement.					
	Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.					
A9-Indicator Formula	(1) Sum of the number of days between the date of submission of a complete building plan application to the municipality and the communication of the adjudication result of the application, for all applications less than 500 square meters / (2) Number of building plan applications less than 500 square meters adjudicated					
A10-Indicator origin	The indicator originates with MTSF: Priority 5: Spatial integration, Human settlements and local government.					
	It is aligned in terms of the Outcome- Adequate housing and improved quality living environments. It originates with municipalities already tacking this measure and has implications for creating an enabling environment for home-owners and businesses to operate.					
A11-Notes on calculation	Cumulative over the financial year. Calculations should be made and tracked on aggregate, on a quarter-by-quarter basis.					
	The quarterly calculation should be cumulative so that 2nd quarter measures the cumulative average for half of the financial year and the 4th quarter calculation is a measure of the average processing time for the entire municipal financial year.					
	If a residential building plan application has not been adjudicated at the time of reporting it should be excluded from the total number of building plan applications.					
	The numerator and denominator should cover the same period and the same type of applications.					
A12-Additional notes	This indicator should ideally be calculated for building plans applications of less than 500 square meters, excluding minor work applications.					
	This indicator should be considered in conjunction with LED 3.13, C83, C84 and C98 as it relates to overall building plan processing efficiencies in the municipality.					
	Municipal Standard Operating Procedures should be used to clarify any municipality specific processing norms and standards.					
	Applications that are in process, still awaiting adjudication, should not be included.					
Reporting Responsibility	Urban Planning and Property Management Division					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	100%	Baseline Indicator	30	Actual	Achievement	Colour

		Annual Target	30			
		Adjusted Target	30			
		Quarter 1	30	63	Not Met	
		Quarter 2	30	20	Well Met	
		Quarter 3	30	16	Well Met	
		Quarter 4	30			
Reason for the variance		Measures to address the variance				
Not provided		Not provided				

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	0
Almost Met	0
Met	0
Well Met	1
Extremely Met	0
Total	1

6.2.3 Institutional Capacity

Indicator Assignment		GG6.12				
A1-Indicator Short Description		Number of work opportunities through EPWP, CWP and other related infrastructure programmes				
A2-Alignment		More effective poverty alleviation				
A3-Result-chain level		Output				
A4-Back to Basic Pillar		Building capable local government institutions				
A5-Unit of measurement		Number of work opportunities				
A6-Frequency		Quarterly				
A7-Rationale		Work opportunities created through state funded infrastructure programmes are an important means of poverty alleviation delivered by municipalities and other state organs within the municipal area.				
A8-Definition		The indicator measures the number of work opportunities created through state funded infrastructure programmes such as the Expanded Public Works Programme (administered by the municipality)				
		Community Works Programme (CWP) (administered by the Department of Cooperative Governance)				
		And any other infrastructure-related work opportunities delivered by state organs within the municipal area.				
A9-Indicator Formula		(1) Number of short-term work opportunities through the municipality for Expanded Public Works Programme + (2) the Number of short-term work opportunities through the Community Works Programme and other related infrastructure initiatives.				
A10-Indicator origin		CoGTA Back 2 Basics				
A11-Notes on calculation		None				
A12-Additional notes		The indicator is a shared reporting responsibility because the work opportunities provided by the CWP, and other infrastructure-related programmes delivered by state organs are the reporting responsibilities of non-municipal actors.				
		Municipalities can report on EPWP work opportunities and make use of unverified data for the purposes of quarterly reporting even in the absence of the supply of the CWP work opportunities.				
Reporting Responsibility		EPWP Coordinator and PMU Manager				
Applies to Municipal Category		Local Municipality				
Readiness		Tier 2				
Weight	100%	Baseline Indicator	1,463	Actual	Achievement	Colour
		Annual Target	100			
		Quarter 1	100	201	Extremely	
		Quarter 2	100	201	Extremely	
		Quarter 3	100	1 937	Extremely	
		Quarter 4	100			
Reason for the variance		Measures to address the variance				
N/A		N/A				

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	0
Almost Met	0
Met	0
Well Met	0
Extremely Met	1
Total	1

6.3 Director Community Services

6.3.1 Basic Services

Indicator Assignment	ENV3.1					
A1-Indicator Short Description	Percentage of households with basic refuse removal services or better					
A2-Alignment	Increased access to refuse removal					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of households					
A6-Frequency	Annual					
A7-Rationale	The percentage of households served by regular solid waste collection is an indicator of municipal health, cleanliness and quality of life, and is recognised as					
A8-Definition	Households with basic refuse removal services or better (defined as a minimum of once weekly collection as defined in the Back-to-Basics framework) as a percentage of total municipal households					
A9-Indicator Formula	(1) Number of households receiving at least once-weekly refuse removal services / (2) Total number of households					
A10-Indicator origin	CoGTA Back to Basics					
	ISO 6.1 is similar but reports on a population basis					
	Stats SA GHS info reports on a household basis.					
A11-Notes on calculation	Use of Municipal Valuation Roll 2023 to 2028 figures as per municipal billing					
A12-Additional notes	The wording of both the GHS and Back to Basics is ambiguous about the technical definition of "once weekly collection", which provides discretion for the method of collection from households based on the context.					
Reporting Responsibility	Manager Waste Management and Manager Revenue Management					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	30%	Baseline Indicator	90%	Actual	Achievement	Colour
		Annual Target	95%			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	95%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	ENV3.11						
A1-Indicator Short Description	Percentage of known informal settlements receiving integrated waste handling services						
A2-Alignment	Increased access to refuse removal						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Service delivery						
A5-Unit of measurement	Percentage of informal settlements						
A6-Frequency	Annual						
A7-Rationale	Solid waste collection is one of the core services that local government provides and is a key element in both creating decent living conditions and maintaining a healthy environment.						
	It is not possible to provide formal services to all informal dwellings, as this many encourage the development of illegal settlements.						
	This indicator only reports on the presence of services provided to "recognised" informal settlements.						
A8-Definition	The proportion of recognised informal settlements within the municipal area which are receiving integrated refuse collection and cleaning services						
A9-Indicator Formula	(1) Number of informal settlements receiving integrated waste services / (2) Total number of recognised informal settlements						
A10-Indicator origin	New						
A11-Notes on calculation	End of the reporting period						
A12-Additional notes	None						
Reporting Responsibility	Manager Waste Management						
Applies to Municipal Category	Local Municipality						
Readiness	Tier1						
Weight	20%	Baseline Indicator	90%	Actual	Achievement	Colour	
		Annual Target	90%				
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	N/A	N/A	N/A		
		Quarter 4	90%				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	ENV2.1					
A1-Indicator Short Description	Tons of municipal solid waste sent to landfill per capita					
A2-Alignment	Minimised solid waste					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Tons					
A6-Frequency	Annual					
A7-Rationale	Many cities generate more solid waste than they can dispose of.					
	Even when municipal budgets are adequate for collection, the safe disposal of collected waste often remains a problem.					
	Open dumping and unsanitary landfills are sometimes the main disposal methods, particularly in lower income cities.					
	Sanitary landfills are only the norm in a limited number of cities worldwide.					
A8-Definition	The percentage of the city's solid waste that is disposed of in licensed (sanitary) landfills					
A9-Indicator Formula	(1)Tons of waste disposed of in a licensed landfill / (2) total population					
A10-Indicator origin	ISO 16.4					
A11-Notes on calculation	None					
A12-Additional notes	None					
Reporting Responsibility	Director Community Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	20%	Baseline Indicator	30 000	Actual	Achievement	Colour
		Annual Target	30 000			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	30 000			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	HS3.2					
A1-Indicator Short Description	Number of community halls per 100 000 population					
A2-Alignment	Increased access to and utilisation of social and community facilities					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Ratio: Count of community halls per 100 000 population					
A6-Frequency	Annual					
A7-Rationale	The number of community halls in a municipality is directly indicative of the level of this particular service provided to the community.					
A8-Definition	The number of community halls per 100 000 population.					
	A community hall is defined by the CSIR Guidelines for the Provision of Social Facilities in South African Settlements (2012) as a "Centre or hall for holding public meetings, training, entertainment and other functions and having a variety of facilities such as a kitchen, toilets, storage space, etc. which should be provided at nominal rates for hire, with rentals tied to socio-economic status of area to provide affordable service."					
A9-Indicator Formula	((1) Count of community halls/ (2) Municipal population) X 100 000					
A10-Indicator origin	The indicator originates with Outcome 8: Sub-outcome 1- Adequate housing and improved quality living environments.					
A11-Notes on calculation	Includes grade A-E community halls.					
A12-Additional notes	None					
Reporting Responsibility	Director Community Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	15%	Baseline Indicator	5	Actual	Achievement	Colour
		Annual Target	5			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	5			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	FE1.11					
A1-Indicator Short Description	Percentage compliance with the required attendance time for structural firefighting incidents					
A2-Alignment	Mitigated effects of emergencies					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of incidents					
A6-Frequency	Quarterly					
A7-Rationale	This indicator measures the overall compliance of the municipality to meet the average attendance time of 14 minutes for structural fire incidents in urban areas from time of call to time of attendance at least 75% or more of the time as required for a Category 1 Fire Brigade Service as stipulated in SANS 10090. The average response time (in minutes and seconds) it takes a fire department to respond to an initial distress call is an indicator of how protected a municipality's residents are from fires and related emergencies.					
A8-Definition	Structural fire incidents are defined as incidents of fire outbreaks in habitable formal structures (buildings that have approved building plans) and habitable informal structures (informal residential dwellings where no approved building plans exist). The indicator measures the percentage of times that these incidents receive a response within the 14-minute standard. This measure of the attendance time is the difference between the time of call (the time an official call or notice is received at the official call or reporting centre) and the arrival time (refers to the time captured for the first arriving firefighting response unit regardless of where dispatched or regardless of order of dispatch). The indicator therefore measures the number of structural firefighting incidents where the attendance time was 14 minutes or less as a percentage of all structural firefighting incidents. Attendance time is the difference between the time of call and the time of arrival of the first arriving firefighting response unit at the given address of the incident, (i.e.) Attendance Time = Time of arrival at given address –s- Time Call Received by ECC personnel and equipment in minutes and seconds for the year (numerator) divided by the number of fire department responses in the same year (denominator).					
A9-Indicator Formula	(1) Number of structural fire incidents where the attendance time was less than 14 minutes / (2) Total number of calls for structural fire incidents received *100					
A10-Indicator origin	ISO 10.6					
A11-Notes on calculation	The indicator should be reported as a cumulative average value for a quarter. Annually, all incidents over the four quarters should be aggregated to reflect an annual average value.					
A12-Additional notes	SANS 10090 refers to the South African National Standard on Community Protection against Fire					
Reporting Responsibility	Disaster Coordinator					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	5%	Baseline Indicator	100%	Actual	Achievement	Colour
		Annual Target	100%			
		Quarter 1	100%	100%	Met	
		Quarter 2	100%	100%	Met	
		Quarter 3	100%	100%	Met	
		Quarter 4	100%			
Reason for the variance			Measures to address the variance			
There was no structural fire incidents reported for the quarter			N/A			

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Indicator Assignment	FE1.1					
A1-Indicator Short Description	Number of fire related deaths per 1000 population					
A2-Alignment	Mitigated effects of emergencies					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Ratio of deaths to population					
A6-Frequency	Annual					
A7-Rationale	One of the many measures used to demonstrate the effectiveness of a municipality’s fire services is the number of fire related deaths that occur on an annual basis.					
A8-Definition	Incidence of reported deaths attributed to fire or fire-related causes (e.g. smoke inhalation) normalised per population.					
A9-Indicator Formula	(1) Number of reported deaths attributed to fire or fire-related causes / (2) Total population of the municipality * 1000					
A10-Indicator origin	ISO 10.2					
A11-Notes on calculation	None					
A12-Additional notes	None					
Reporting Responsibility	Director Community Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	10%	Baseline Indicator	0	Actual	Achievement	Colour
		Annual Target	0			
		Quarter 1	N/A	N/A	N/A	
		Quarter 2	N/A	N/A	N/A	
		Quarter 3	N/A	N/A	N/A	
		Quarter 4	0			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Key Performance Area Performance	
Criteria	Number
Not for the period under review	5
Not Met	0
Almost Met	0
Met	1
Well Met	0
Extremely Met	0
Total	6

3.2 Local Economic Development

Indicator Assignment	LED3.11					
A1-Indicator Short Description	Average time taken to finalise business license applications					
A2-Alignment	Improved ease of doing business within the municipal area					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Days					
A6-Frequency	Quarterly					
A7-Rationale	Processing business applications is a basic function of local government, and one that, if not done efficiently, can delay or even dissuade business operators from undertaking economic activities in the municipality.					
	The time taken to process business licence applications gives an indication of processing efficiency as it relates to creating enabling conditions for doing business.					
A8-Definition	The indicator measures the average number of working days a business owner can expect to wait from the date of submission of a complete business license application to the date of outcome of licensing decision from the municipality.					
	Business license applications refer to those businesses applying in terms of the Businesses Act of 1991.					
	A 'complete application' refers to the point at which all of the required administrative information has been supplied, allowing the municipality to proceed with the processing.					
	A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application.					
	An application is considered finalised at the point of the decision, regardless of the time between the decision and the communication of the application outcome.					
A9-Indicator Formula	(1) Sum of the total working days per business application finalised/ (2) Number of business applications finalised					
A10-Indicator origin	The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation.					
	It aligns in terms of the Outcome- Reduced concentration and monopolies and expanded small business sector.					
A11-Notes on calculation	Cumulative for the year to date.					
	Only refers to business license applications for which a decision has been taken.					
	License applications in process are excluded from the denominator of the calculation.					
A12-Additional notes	Each quarter should track the processing time for applications for the financial year to date.					
Reporting Responsibility	Local Economic Development, Tourism, Agriculture, Sport, Arts and Culture Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	100%	Baseline Indicator	5			
		Annual Target	20			
		Adjusted Target	20	Actual	Achievement	Colour
		Quarter 1	20	19	Extremely	
		Quarter 2	20	13	Extremely	
		Quarter 3	20	2	Extremely	
		Quarter 4	20			
Reasons for the variance			Measures to address the variance			
N/A			N/A			

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	0
Almost Met	0
Met	0
Well Met	0
Extremely Met	1
Total	1

6.4 Director Corporate Services

6.4.1 Institutional Capacity

Indicator Assignment	GG1.1					
A1-Indicator Short Description	Percentage of municipal skills development levy recovered					
A2-Alignment	Improved municipal capability					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar3	Building capable local government institutions					
A5-Unit of measurement	Percentage of R-value					
A6-Frequency	Annual					
A7-Rationale	The percentage of the municipal skills development levy recovered is a proxy indicator of the successful throughput of municipal staff (permanent and contract) and councillors through on-going skills and development training and courses by the municipality.					
	It is indicative of the municipal spend towards building staff and councillor capability and fostering lifelong learning.					
A8-Definition	The indicator is a measure of the R-value of the municipal skills development levy recovered for the financial year as a percentage of the total municipal skills development allocation which the municipality could have claimed.					
A9-Indicator Formula	(1) R-value of municipal skills development levy recovered/ (2) R-value of the total qualifying value of the municipal skills development levy *100					
A10-Indicator origin	CoGTA Departmental Consultations					
A11-Notes on calculation	None					
A12-Additional notes	There may be a recovery lag that can only be reported upon later.					
Reporting Responsibility	Chief Financial Officer and Director Corporate Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier1					
Weight	30%	Baseline Indicator	19%			
		Annual Target	20%			
		Adjusted Target	20%	Actual	Achievement	Colour
		Quarter 1	N/A	21.74%	Extremely Met	
		Quarter 2	N/A	31.95%	Extremely Met	
		Quarter 3	N/A	N/A	Not for the period under review	
		Quarter 4	20%			
Reason for the variance			Measures to address the variance			
No Funds were received in the Quarter for Training			All training must be aligned to Skills Development Plan			

Indicator Assignment	GG1.21							
A1-Indicator Short Description	Staff vacancy rate							
A2-Alignment	Improved municipal capability							
A3-Result-chain level	Output							
A4-Back to Basic Pillar	Building capable local government institutions							
A5-Unit of measurement	Percentage of posts							
A6-Frequency	Quarterly							
A7-Rationale	This indicator gives an indication of the municipality's progress towards building capable local government.							
	It shows the extent to which the required staff complement in the organisational structure is met.							
A8-Definition	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of posts in the municipality's organisational structure.							
A9-Indicator Formula	((1)The number of employees on the approved organisational structure)-((2) The number of permanent employees in the municipality))/((1)The number of employees on the approved organisational structure)*100							
A10-Indicator origin	CoGTA Back to Basics monthly reports							
A11-Notes on calculation	Whether S56 or S57 posts should be included in the vacancy rate should be informed by whether they are considered approved posts on the organisational structure with permanent employees (not on fixed-term contracts).							
A12-Additional notes	If a municipality lacks an approved organisational structure, there is potential for this to be manipulated.							
	The municipality should have an approved organisational structure as a pre-requisite for this indicator.							
Reporting Responsibility	Director Corporate Services							
Applies to Municipal Category	Local Municipality							
Readiness	Tier 2							
Weight	40%	Baseline Indicator						36%
		Annual Target						30%
		Adjusted Target	30%	Actual	Achievement	Colour		
		Quarter 1	34%	36.20%	Almost Met			
		Quarter 2	32%	34.50%	Almost Met			
		Quarter 3	31%	35%	Almost Met			
		Quarter 4	30%					
Reason for the variance			Measures to address the variance					
Delays from SAPS and Home Affairs for Vetting Processes			Alternatives options must be investigated to expedite the vetting processes					

Indicator Assignment	GG5.2					
A1-Indicator Short Description	Number of dismissals for fraud and corruption per 100 000 population					
A2-Alignment	Zero tolerance of fraud and corruption					
A3-Result-chain level	Outcome					
A4-Back to Basic Pillar	Good governance					
A5-Unit of measurement	Number of dismissals					
A6-Frequency	Annual					
A7-Rationale	Principles of good governance require accountability, clean administration and responsible use of public funds.					
	The indicator provides a leading measure of the incidence of fraud and corruption based on dismissals.					
A8-Definition	The number of dismissals for fraud and corruption reported to the municipality during the period under review, normalised per 100 000 of the population.					
	Corruption is defined broadly in the Prevention and Combating of Corrupt Activities Act 12 of 2004 in Chapter 2(s3) and any criminal offence that may fall within the ambit of this definition is included for the purposes of this indicator.					
A9-Indicator Formula	((1) Number of dismissals for fraud and corruption / (2) Population of the municipality) x 100 000					
A10-Indicator origin	ISO 11.4 derivative					
A11-Notes on calculation	None					
A12-Additional notes	This indicator should be viewed in conjunction with the other related outcome indicators of which this should be a predictor of consequences to follow if systems of accountability are functioning appropriately.					
Reporting Responsibility	Director Corporate Services					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	30%	Baseline Indicator	2			
		Annual Target	0			
		Adjusted Target	2	Actual	Achievement	Colour
		Quarter 1	2	0	Extremely Met	
		Quarter 2	2	0	Extremely Met	
		Quarter 3	2	0	Extremely Met	
		Quarter 4	2			
Reason for the variance			Measures to address the variance			
N/A			N/A			
Key Performance Area Performance						
Criteria			Number			
Not for the period under review			1			
Not Met			0			
Almost Met			1			
Met			0			
Well Met			0			
Extremely Met			1			
Total			3			

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6.4.2 Good Governance, Transparency and Accountability

Indicator Assignment	GG4.11					
A1-Indicator Short Description	Number of agenda items deferred to the next council meeting					
A2-Alignment	Improved council functionality					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Good governance					
A5-Unit of measurement	Number of council decisions					
A6-Frequency	Quarterly					
A7-Rationale	This indicator shows to what extent municipal business is delayed due to the absence of councillors from council meetings or the concluding of the meeting without attending to all items					
	Gives an indication of the extent to which councillors are fulfilling their responsibilities as elected representatives of the municipality.					
	Functional councils will process agenda items with resolutions or decisions rather than defer or leave unfinished business.					
	Measuring the number of agenda items that are deferred to the next meeting is a proxy for dysfunction.					
A8-Definition	The number of agenda items that have been deferred to the next council meeting because the council has failed to reach a quorum or withheld decisions on those items.					
	Where multiple council meetings have been held, this is the sum total of those items deferred.					
	This does not refer to agenda items referred to other structures, only items for which no decision or action is taken.					
A9-Indicator Formula	(1) Sum total number of all council agenda items deferred to the next meeting					
A10-Indicator origin	CoGTA Back to Basics					
A11-Notes on calculation	This is the cumulative number of agenda items deferred in the reporting period.					
A12-Additional notes	There is accountability implications associated with this indicator which should not reflect in any senior municipal manager's (in terms of Section 56 and 57 of the Municipal Systems Act) annual performance agreement.					
	This is unique in terms of Circular No. 88's provisions because the responsibility rests with the Speaker and Council and not with municipal management.					
Reporting Responsibility	Manager Administration and Council Support					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	50%	Baseline Indicator	0			
		Annual Target	0			
		Adjusted Target	0	Actual	Achievement	Colour
		Quarter 1	0	0	Met	
		Quarter 2	0	0	Met	
		Quarter 3	0	0	Met	
		Quarter 4	0			
Reason for the variance		Measures to address the variance				
Unavailability of the Chairperson of APAC on the day of the meeting		Reports should not be included in the Agenda if the Chairperson will not be in a position to present the report /A				

Indicator Assignment	GG5.11					
A1-Indicator Short Description	Number of active suspensions longer than three months					
A2-Alignment	Zero tolerance of fraud and corruption					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Good governance					
A5-Unit of measurement	Number of suspensions					
A6-Frequency	Quarterly					
A7-Rationale	Individuals on suspension continue to receive salaries without executing their municipal functions.					
	Tracking the suspensions lasting more than three months provides an indication of the processing efficiency in cases of alleged misconduct.					
	This is one indicator of the processing of administrative justice as relates to human resources.					
A8-Definition	Refers to the total number of active suspensions at the time of reporting that were initiated more than three months prior and had not yet been resolved.					
A9-Indicator Formula	(1) Simple count of the number of active suspensions in the municipality lasting more than three months					
A10-Indicator origin	Proposed based on CoGTA departmental consultations					
A11-Notes on calculation	None					
A12-Additional notes	Ideally, there should be no instances of suspensions enduring for periods longer than three months.					
Reporting Responsibility	Managers Human Resource Development, Human Resource Management and Payroll Administration					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	25%	Baseline Indicator	4			
		Annual Target	2			
		Adjusted Target	2	Actual	Achievement	Colour
		Quarter 1	2	1	Well Met	
		Quarter 2	2	3	Not Met	
		Quarter 3	2	2	Met	
		Quarter 4	2			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	GG5.12					
A1-Indicator Short Description	Quarterly salary bill of suspended officials					
A2-Alignment	Zero tolerance of fraud and corruption					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Good governance					
A5-Unit of measurement	R-value salaries					
A6-Frequency	Quarterly					
A7-Rationale	Individuals on suspension continue to receive salaries without executing their municipal functions.					
	Tracking the salary bill of suspended officials provides an indicator of the extent to which enduring suspensions are costing the municipality money without the benefit of service.					
A8-Definition	The sum of the salary bill for all officials suspended from work or employment for the municipality for misconduct during the reporting period.					
A9-Indicator Formula	(1) Sum of the salary bill for all suspended officials for the reporting period.					
A10-Indicator origin	Proposed based on CoGTA departmental consultations					
A11-Notes on calculation	The indicator should be reported as a cumulative value over months within a quarter (not cumulative across quarters).					
A12-Additional notes	This target and performance should be set in relation to historical trend data and what is an acceptable cost to the organisation on a quarterly basis.					
	Ideally, the target should be R0, but this is unlikely.					
Reporting Responsibility	Manager Payroll Administration					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	25%	Baseline Indicator	R 2 865 854.23			
		Annual Target	R 651 813.30			
		Adjusted Target	R 651 813.30	258 306.85	Achievement	Colour
		Quarter 1	R 651 813.30	258 306.85	Not Met	
		Quarter 2	R 651 813.30	338 777.47	Not Met	
		Quarter 3	R 651 813.30	392 683.39	Not Met	
		Quarter 4	R 651 813.30			
Reason for the variance			Measures to address the variance			
Three (3) employees were on suspension however one employee resigned thus the salary costs for suspensions were lower than target.			All effort to resolve disciplinary cases involving suspension will be taken.			

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	2
Almost Met	0
Met	1
Well Met	0
Extremely Met	0
Total	3

6.5 Chief Financial Officer

6.5.1 Local Economic Development

Indicator Assignment	LED1.11					
A1-Indicator Short Description	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area [quotations up to a value R30 000]					
A2-Alignment	Growing inclusive local economies					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Service delivery					
A5-Unit of measurement	Percentage of R-value					
A6-Frequency	Quarterly					
A7-Rationale	Municipalities play an important role in enabling local economic development.					
	Tracking the percentage of operating expenditure on contracted services within the municipal area gives an indication of the extent to which the municipality's own operating budget is spent within the local economy for outsourced services which it has procured.					
	By tracking against the overall expenditure, as opposed to the planned budget, a measure of the proportion of municipal spend within the municipal area is determined as this relates to the overarching intention to grow inclusive local economies.					
A8-Definition	This indicator measures the value of municipal operating expenditure that has been spent on payments to contracted organisations with a physical address within the municipal area as a percentage of the total operating expenditure on payments to all contracted organisations.					
	Contracted services are inclusive of consultancy services and refer to services rendered by any entity outside of the municipality secured through a public procurement process.					
A9-Indicator Formula	(1) R-value of operating expenditure on contracted services within the municipal area / (2) Total municipal operating expenditure on contracted services					
A10-Indicator origin	Informed by MFMA Circular No. 71 and COGTA consultations with municipalities. The indicator relates to MTSF Priority 2: Economic Transformation and Job Creation.					
	It aligns in terms of the Outcome- Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities.					
A11-Notes on calculation	The indicator is cumulative across quarters over the financial year.					
	The annual report should reflect the indicator against total operating expenditure on contracted services for the financial year.					
A12-Additional notes	The indicator only pertains to services for which there is a contractual agreement (or equivalent) for services the municipality has procured through a supply chain process.					
	If the municipality has procured the services of its own entities, that would fall within the first data element of the indicator.					
Reporting Responsibility	Supply Chain Management Division					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 2					
Weight	50%	Baseline Indicator	New			
		Annual Target	70%			
		Adjusted Target	70%	Actual	Achievement	Colour
		Quarter 1	70%	70.10%	Met	
		Quarter 2	70%	83.06%	Well Met	
		Quarter 3	70%	70.15%	Met	
		Quarter 4	70%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment		LED2.12					
A1-Indicator Short Description		Percentage of the municipality's operating budget spent on indigent relief for free basic services					
A2-Alignment		Improved levels of economic activity in municipal economic spaces					
A3-Result-chain level		Output					
A4-Back to Basic Pillar		Service delivery					
A5-Unit of measurement		Percentage expenditure (R-value)					
A6-Frequency		Quarterly					
A7-Rationale		Measuring the percentage of the operating budget spent on free basic services is indicative of the portion of the budget expended on poverty alleviation and also of financial viability of the municipality.					
		Covering the cost of meeting the basic needs of households allows for greater agency and choice in relation to limited incomes.					
A8-Definition		The amount municipal operating budget expended on free basic services to indigent households (R-value) as a percentage of the total operating budget of the municipality for the period.					
		Free Basic Services are understood in terms of water, sanitation, electricity and waste removal services only.					
A9-Indicator Formula		((1) R-value of operating budget expenditure on free basic services / (2) R-value of the total operating budget)					
A10-Indicator origin		The indicator relates to MTSF Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services.					
		It aligns in terms of the Outcome- Sustainable Community Development interventions.					
A11-Notes on calculation		Cumulative indicator, i.e. the reported figure in a given quarter should be a year-to-date figure for the financial year.					
		If the municipality provides for a minimum free basic service to all households, only the expenditure on indigent households should be considered.					
		Where a budget or revised or adjusted in the middle of the year, this should reflect in the numerator from quarter 3 onwards.					
A12-Additional notes		Formerly indicator GG6.11. The indicator does not refer to salary spend on staff related to Free Basic Services, only in relation to operational costs of providing free basic services in terms of water, sanitation, electricity and waste removal.					
Reporting Responsibility		Revenue Management Division					
Applies to Municipal Category		Local Municipality					
Readiness		Tier 2					
Weight		50%	Baseline Indicator				New
			Annual Target				4%
			Adjusted Target	4%	Actual	Achievement	Colour
			Quarter 1	1%	6%	Extremely Met	
			Quarter 2	2%	40%	Extremely Met	
			Quarter 3	3%	5%	Well Met	
			Quarter 4	4%			
Reason for the variance			Measures to address the variance				
N/A			N/A				

Key Performance Area Performance	
Criteria	Number
Not for the period under review	0
Not Met	0
Almost Met	0
Met	1
Well Met	1
Extremely Met	0
Total	2

6.5.2 Financial Management

Indicator Assignment	FM1.2						
A1-Indicator Short Description	Funded annual budget (Y/N) (Municipal)						
A2-Alignment	Enhanced municipal budgeting and budget implementation						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Financial Management						
A5-Unit of measurement	Binary determination (Yes/No)						
A6-Frequency	Bi-annual						
A7-Rationale	Funded budget is good indicator to assess that a municipality develops and implements a budget that is credible, realistic, relevant and sustainable.						
	An outcome of less than R0 on the municipal budget table A8 (cash backed reserves or accumulated surplus reconciliation) indicates that the budget is unfunded.						
A8-Definition	A municipality considers inputs from the National Treasury and adopts a budget that is funded in line with Section 18 of the MFMA which states that a budget is funded from either revenue realistically to be collected and accumulated cash backed reserves not committed for other purposes.						
	Accumulated cash backed reserves refers to surpluses accumulated from previous years not committed for other purposes.						
	A budget is funded when a municipality reflects a surplus of R0 or more on budget table A8.						
A9-Indicator Formula	(1) Municipal funded budget self-assessment outcome: Yes/No						
A10-Indicator origin	Section 18 of the MFMA						
A11-Notes on calculation	The municipality will be required to do a self-assessment to determine the funding of the budget.						
	Essentially, the outcome on budget table A8 must be positive, this means that it must be R0 or more.						
	Although a municipality will be required to assess its own budget, the final outcome and validity lie with the National Treasury.						
	Municipal budget is assessed on the annual budget in May.						
A12-Additional notes	None.						
Reporting Responsibility	Budget and Reporting Division						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	37%	Baseline Indicator	0				
		Annual Target	2				
		Adjusted Target	2	Actual	Achievement	Colour	
		Quarter 1	N/A	N/A	N/A		
		Quarter 2	N/A	N/A	N/A		
		Quarter 3	1	1	Met		
		Quarter 4	1				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	FM1.11					
A1-Indicator Short Description	Total Capital Expenditure as a percentage of Total Capital Budget [Finance department capital budget]					
A2-Alignment	Enhanced municipal budgeting and budget implementation					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Financial Management					
A5-Unit of measurement	Percentage of R-value					
A6-Frequency	Quarterly					
A7-Rationale	Capital spending against the capital budget is a reflection of the municipality's ability to implement capital projects and monitor the risks associated with non-implementation.					
	It provides an indication of whether the municipality has effective controls in place to ensure that expenditure is incurred in accordance with an approved budget. Any variance below 95% (at the end of the financial year) indicates challenges in planning and budgeting and capacity challenges to implement projects.					
A8-Definition	This indicator measures the extent to which budgeted capital expenditure has been spent during the financial year.					
	Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment.					
A9-Indicator Formula	(1) Actual Capital Expenditure / (2) Budgeted Capital Expenditure					
A10-Indicator origin	MFMA Circular 71					
A11-Notes on calculation	The ratio can be used for different reporting periods. An original budget should be used when measuring the 1st and 2nd Quarter performance while adjustments budget is used for measuring 3rd and 4th Quarter.					
	Final budget, which is the adjustments budget should be used when measuring performance at the end of the financial year.					
	Although the National Treasury has not indicated a norm for each quarter, municipalities are encouraged to track performance against targets set in MBBR budget schedule SA25.					
	Municipalities are also encouraged to measure their expenditure against their planned budget year-to-date as per the budget schedule SA25, but for the purpose of reporting against this indicator, it should be against the total budget for the financial year.					
A12-Additional notes	None.					
Reporting Responsibility	Budget and Reporting Division					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	10%	Baseline Indicator	New			
		Annual Target	90%			
		Adjusted Target	90%	Actual	Achievement	Colour
		Quarter 1	10%	17%	Extremely Met	
		Quarter 2	28%	43%	Extremely Met	
		Quarter 3	65%	59%	Almost Met	
		Quarter 4	90%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

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Indicator Assignment	FM1.12						
A1-Indicator Short Description	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget [Finance department]						
A2-Alignment	Enhanced municipal budgeting and budget implementation						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Financial Management						
A5-Unit of measurement	Percentage of R-value						
A6-Frequency	Quarterly						
A7-Rationale	This measures the municipality's ability to spend the operational budget as planned. It also assesses the effectiveness of internal controls that ensures the expenditure is incurred in accordance with an approved budget.						
	Underspending (below 95% at the end of the financial year) may either indicate that there are budgeting/ capacity challenges in the municipality or limited implementation of programmes or projects due to financial constraints. Overspending (above 100%) may indicate poor financial management.						
A8-Definition	The indicator measures the extent to which operating expenditure has been spent during the financial year.						
	Operating Expenditure (non-capital spending) is costs which the municipality incurs through its normal operations.						
A9-Indicator Formula	(1) Actual Operating Expenditure / (2) Budgeted Operating Expenditure						
A10-Indicator origin	MFMA Circular 71						
A11-Notes on calculation	The ratio can be used for different reporting periods. An original budget should be used when measuring the 1st and 2nd Quarter performance while adjustments budget is used for measuring 3rd and 4th Quarter.						
	Final budget, which is the adjustments budget, should be used when measuring performance at the end of the financial year. Although the National Treasury has not indicated a norm for each quarter, municipalities are encouraged to track performance against targets set in MBBR budget schedule SA25.						
	Municipalities are also encouraged to measure their expenditure against their planned budget year-to-date as per the budget schedule SA25, but for the purpose of reporting against this indicator, it should be against the total budget for the financial year.						
A12-Additional notes	None.						
Reporting Responsibility	Budget and Reporting Division						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	5%	Baseline Indicator					New
		Annual Target					90%
		Adjusted Target	90%	Actual	Achievement	Colour	
		Quarter 1	18%	24%	Well Met		
		Quarter 2	40%	54%	Well Met		
		Quarter 3	68%	69%	Well Met		
		Quarter 4	90%				
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment		FM1.13					
A1-Indicator Short Description		Total Operating Revenue as a percentage of Total Operating Revenue Budget					
A2-Alignment		Enhanced municipal budgeting and budget implementation					
A3-Result-chain level		Output					
A4-Back to Basic Pillar		Financial Management					
A5-Unit of measurement		Percentage of R-value					
A6-Frequency		Quarterly					
A7-Rationale		Operating revenue against budgeted operating revenue indicates the municipality's ability to generate revenue as planned.					
		Underperformance (below 95% at the end of the financial year) either indicates weakness in budgetary controls or changes in economic activities during the financial year.					
		Overperformance (above 100%) either indicates that additional revenue was received than anticipated during the financial year or there was an improvement in revenue management.					
A8-Definition		The indicator measures the extent of actual operating revenue (excl. capital grant revenue) generated in relation to budgeted operating revenue during the financial year.					
		Operating revenue is revenue generated from sale of goods or services, taxes or intergovernmental transfers					
A9-Indicator Formula		(1) Actual Operating Revenue / (2) Budgeted Operating Revenue					
A10-Indicator origin		MFMA Circular 71					
A11-Notes on calculation		The ratio can be used for different reporting periods. An original budget should be used when measuring the 1st and 2nd Quarter performance while adjustments budget is used for measuring 3rd and 4th Quarter.					
		Final budget, which is the adjustments budget, should be used when measuring performance at the end of the financial year.					
		Although the National Treasury has not indicated a norm for each quarter, municipalities are encouraged to track performance against targets set in MBBR budget schedule SA25.					
		Municipalities are also encouraged to measure their expenditure against their planned budget year-to-date as per the budget schedule SA25, but for the purpose of reporting against this indicator, it should be against the total budget for the financial year.					
A12-Additional notes		None.					
Reporting Responsibility		Revenue Management Division					
Applies to Municipal Category		Local Municipality					
Readiness		Tier 1					
Weight		8%	Baseline Indicator				NEW
			Annual Target				90%
			Adjusted Target	90%	Actual	Achievement	Colour
			Quarter 1	18%	33%	Extremely Met	
			Quarter 2	40%	59.15%	Extremely Met	
			Quarter 3	65%	85%	Extremely Met	
			Quarter 4	90%			
Reason for the variance			Measures to address the variance				
N/A			N/A				

Indicator Assignment	FM1.14					
A1-Indicator Short Description	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget					
A2-Alignment	Enhanced municipal budgeting and budget implementation					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Financial Management					
A5-Unit of measurement	Percentage of R-value					
A6-Frequency	Quarterly					
A7-Rationale	Service Charges and Property Rates Revenue against budgeted Service Charges and Property Rates Revenue indicates the municipality's ability to generate revenue as planned.					
	A ratio below 95% at the end of the financial year indicates weaknesses in the overall revenue value chain and poor budgetary controls.					
	Overperformance (above 100%) indicates there was an improvement in revenue management.					
A8-Definition	The ratio measures the extent of actual Service Charges and Property Rates Revenue generated in relation to budgeted Service Charges and Property Rates Revenue during the financial year.					
	Service Charges include revenue generated from sale of water, electricity, refuse and sanitation.					
	Property rates include revenue generated from rates and taxes charged on properties.					
A9-Indicator Formula	((1) Actual Service Charges Revenue + (2) Actual Property Rates Revenue) / (3) Budgeted Service Charges and Property Rates Revenue					
A10-Indicator origin	MFMA Circular 71					
A11-Notes on calculation	The ratio can be used for different reporting periods. An original budget should be used when measuring the 1st and 2nd Quarter performance while adjustments budget is used for measuring 3rd and 4th Quarter.					
	Final budget, which is the adjustments budget, should be used when measuring performance at the end of the financial year.					
	Although the National Treasury has not indicated a norm for each quarter, municipalities are encouraged to track performance against targets set in MBBR budget schedule SA25.					
	Municipalities are also encouraged to measure their expenditure against their planned budget year-to-date as per the budget schedule SA25, but for the purpose of reporting against this indicator, it should be against the total budget for the financial year.					
A12-Additional notes	None.					
Reporting Responsibility	Revenue Management Division					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	8%	Baseline Indicator	New			
		Annual Target	90%			
		Adjusted Target	90%	Actual	Achievement	Colour
		Quarter 1	18%	30%	Extremely Met	
		Quarter 2	40%	68,95%	Extremely Met	
		Quarter 3	65%	85%	Extremely Met	
		Quarter 4	90%			
Reason for the variance	Measures to address the variance					
N/A	N/A					

Indicator Assignment		FM5.31					
A1-Indicator Short Description		Repairs and Maintenance as a percentage of property, plant, equipment and investment property					
A2-Alignment		Improved asset management					
A3-Result-chain level		Output					
A4-Back to Basic Pillar		Financial Management					
A5-Unit of measurement		Percentage of R-value					
A6-Frequency		Annual					
A7-Rationale		The indicator measures the level of repairs and maintenance to ensure that there is adequate maintenance to prevent breakdowns and interruptions to service delivery.					
		Repairs and maintenance of municipal assets is required to ensure the continued provision of services. Maintenance is critical as it will always cost more – much more - to replace an asset which is not properly maintained.					
		A municipality is recommended to spend a minimum of 8% for repairs and maintenance relative to property, plant and equipment (PPE).					
		A ratio below 8% is either, a reflection that insufficient monies are being spent on repairs and maintenance or the municipality's strategy is to renew or upgrade its existing assets to improve their useful life.					
A8-Definition		This indicator measures the extent at which the municipality spent on repairs and maintenance of infrastructure assets relative to its asset base.					
		Repairs and maintenance are a group of accounts consisting of labour costs, material costs, secondary costs and etc.					
A9-Indicator Formula		(1) Total Repairs and Maintenance Expenditure/ ((2) Property, Plant and Equipment + (3) Investment Property (Carrying Value))					
A10-Indicator origin		MFMA Circular 71					
A11-Notes on calculation		This calculation is done at the end of the financial year, for comparative analysis.					
		In the absence of the audited figures, unaudited annual financial statements should be used.					
		The calculation of repairs and maintenance must be aligned to the mSCOA requirements.					
A12-Additional notes		None.					
Reporting Responsibility		Budget and Reporting Division					
Applies to Municipal Category		Local Municipality					
Readiness		Tier 1					
Weight		5%	Baseline Indicator				1%
			Annual Target				1%
			Adjusted Target	1%	Actual	Achievement	Colour
			Quarter 1	N/A	N/A	N/A	
			Quarter 2	N/A	N/A	N/A	
			Quarter 3	N/A	N/A	N/A	
			Quarter 4	1%			
Reason for the variance			Measures to address the variance				
N/A			N/A				

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Indicator Assignment	FM7.12					
A1-Indicator Short Description	Collection rate ratio					
A2-Alignment	Improved revenue and debtors management					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Financial Management					
A5-Unit of measurement	Percentage of R-value					
A6-Frequency	Quarterly					
A7-Rationale	Assessing this indicator will provide an indication of how effective is the credit control and revenue management of the municipality.					
	Effective credit control is ensuring that billed revenue is collected while improved revenue management indicates the municipality's ability to set affordable tariffs and bill correctly.					
	If the ratio is below the norm of 95% it is an indication that revenue collection of the municipality requires urgent attention, and corrective measures should be implemented.					
	A municipality with outstanding debtors should aim at achieving a collection rate of more than 100%.					
A8-Definition	The ratio measures the revenue collection level of a municipality. It considers the level of increase or decrease of gross debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration					
A9-Indicator Formula	$\frac{((1) \text{ Gross Debtors Opening Balance} + (2) \text{ Billed Revenue} - (3) \text{ Gross Debtors Closing Balance} - (4) \text{ Bad Debts Written Off})}{(2) \text{ Billed Revenue}}$					
A10-Indicator origin	MFMA Circular 71					
A11-Notes on calculation	This ratio takes into account movement of gross debtors in the calculation.					
	This means that the revenue collection also includes cash receipts from outstanding debt and not only billed revenue for one financial year.					
A12-Additional notes	None.					
Reporting Responsibility	Revenue Management Division					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	8%	Baseline Indicator	50%			
		Annual Target	55%			
		Adjusted Target	55%	Actual	Achievement	Colour
		Quarter 1	40%	8%	Not Met	
		Quarter 2	45%	9%	Not Met	
		Quarter 3	50%	78%	Extremely Met	
		Quarter 4	55%			
Reason for the variance			Measures to address the variance			
N/A			N/A			

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Indicator Assignment	FM7.11					
A1-Indicator Short Description	Debtors payment period					
A2-Alignment	Improved revenue and debtors management					
A3-Result-chain level	Output					
A4-Back to Basic Pillar	Financial Management					
A5-Unit of measurement	Number of days					
A6-Frequency	Quarterly					
A7-Rationale	This indicator provides information about the consumers payment patterns and how well the municipality manages its debtors.					
	A shorter payment period (less than 30 days) indicates improved efficiency.					
	This implies that a municipality has and maintains an effective system of credit control and debt collection in respect of debtors management.					
	A period longer than 30 days is an indication that the municipality may be experiencing challenges with debtors management and exposes the municipality to significant cash flow risk.					
	It also indicates that a significant amount of potential cash is tied up in consumer debtors and the municipality must improve its revenue and cash flow management.					
A8-Definition	Net Debtor Days refers to the average number of days required for a municipality to receive payment from its consumers for bills/invoices issued to them for services.					
A9-Indicator Formula	(((1) Gross Debtors - (2) Bad Debt Provision) / (3) Billed Revenue) × (4) Number of days in the reporting period year to date					
A10-Indicator origin	MFMA Circular 71					
A11-Notes on calculation	The provision for bad debt is excluded to determine net debtors.					
	Number of days in a reporting period should be used to calculate the in-year reporting. E.g. 92 days should be used to calculate the debtors payment period in Q1 (July – Sept)					
A12-Additional notes	None.					
Reporting Responsibility	Revenue Management Division					
Applies to Municipal Category	Local Municipality					
Readiness	Tier 1					
Weight	8%	Baseline Indicator	New			
		Annual Target	460 days			
		Adjusted Target	460 days	Actual	Achievement	Colour
		Quarter 1	460 days	440	Well Met	
		Quarter 2	460 days	434	Well Met	
		Quarter 3	460 days	531	Not Met	
		Quarter 4	460 days			
Reason for the variance			Measures to address the variance			
N/A			N/A			

Indicator Assignment	FM3.11						
A1-Indicator Short Description	Cash/Cost coverage ratio						
A2-Alignment	Improved liquidity management						
A3-Result-chain level	Output						
A4-Back to Basic Pillar	Financial Management						
A5-Unit of measurement	Ratio of months (R-value)						
A6-Frequency	Quarterly						
A7-Rationale	This indicator provides an indication as to whether a municipality has adequate cash to meet its monthly fixed operational costs.						
	If a municipality has a ratio below the norm of 1 month it could be vulnerable and at a higher risk in the event of financial “shocks/set-backs” and its ability to meet its obligations to provide basic services or its financial commitment is compromised.						
A8-Definition	The ratio indicates the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.						
A9-Indicator Formula	((1)Cash and Cash Equivalents - (2) Unspent Conditional Grants - (3) Overdraft) + (4) Short Term Investment) / (5) Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)						
A10-Indicator origin	MFMA Circular 71						
A11-Notes on calculation	This indicator is expressed as a decimal rather than as a percentage						
A12-Additional notes	None.						
Reporting Responsibility	Budget and Reporting Division						
Applies to Municipal Category	Local Municipality						
Readiness	Tier 1						
Weight	5%	Baseline Indicator					New
		Annual Target					1
		Adjusted Target	1	Actual	Achievement	Colour	
		Quarter 1	1	1.55	Extremely Met		
		Quarter 2	1	1:15	Extremely Met		
		Quarter 3	1	6.14	Extremely Met		
		Quarter 4	1				
Reason for the variance				Measures to address the variance			
N/A				N/A			

7. Quality Certification

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

☐ Quarterly report on the implementation of the service delivery and budget implementation plan

for the month of March 2026 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: 13 April 2026