

FIRST QUARTER REPORT

01 JULY 2017-30 SEPTEMBER 2017



OFFICE OF THE EXECUTIVE MAYOR
SETSOTO LOCAL MUNICIPALITY
FICKSBUR 9730

Part 1
Financial Information

1. Purpose

The purpose of the report is to inform Council of the municipality's first quarter actual performance for the 2017/2018 financial year against the approved budget and the service delivery and budget implementation plan in compliance with Section 52(d) of the Municipal Finance Management Act, 56 of 2003 and the requirements as promulgated in the Government Gazette No 32141 of 17 April 2009, by providing the statement of the implementation of the budget, financial state of affairs and the implementation of the service delivery and budget implementation plan of the municipality to the Council, as legislated.

2. Strategic Objective

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

3. Background

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

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

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

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

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

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

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

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

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

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

4. Report for the Quarter ended 30 September 2017

This report is based upon financial and non-financial information as at 30 September 2017 and available at the time of preparation. All variances are calculated against the approved budget and service delivery and budget implementation plan figures. The results for the quarter ended 30 September 2017 are summaries as follows:

4.1 Statement of Financial Performance-Table C4

Revenue

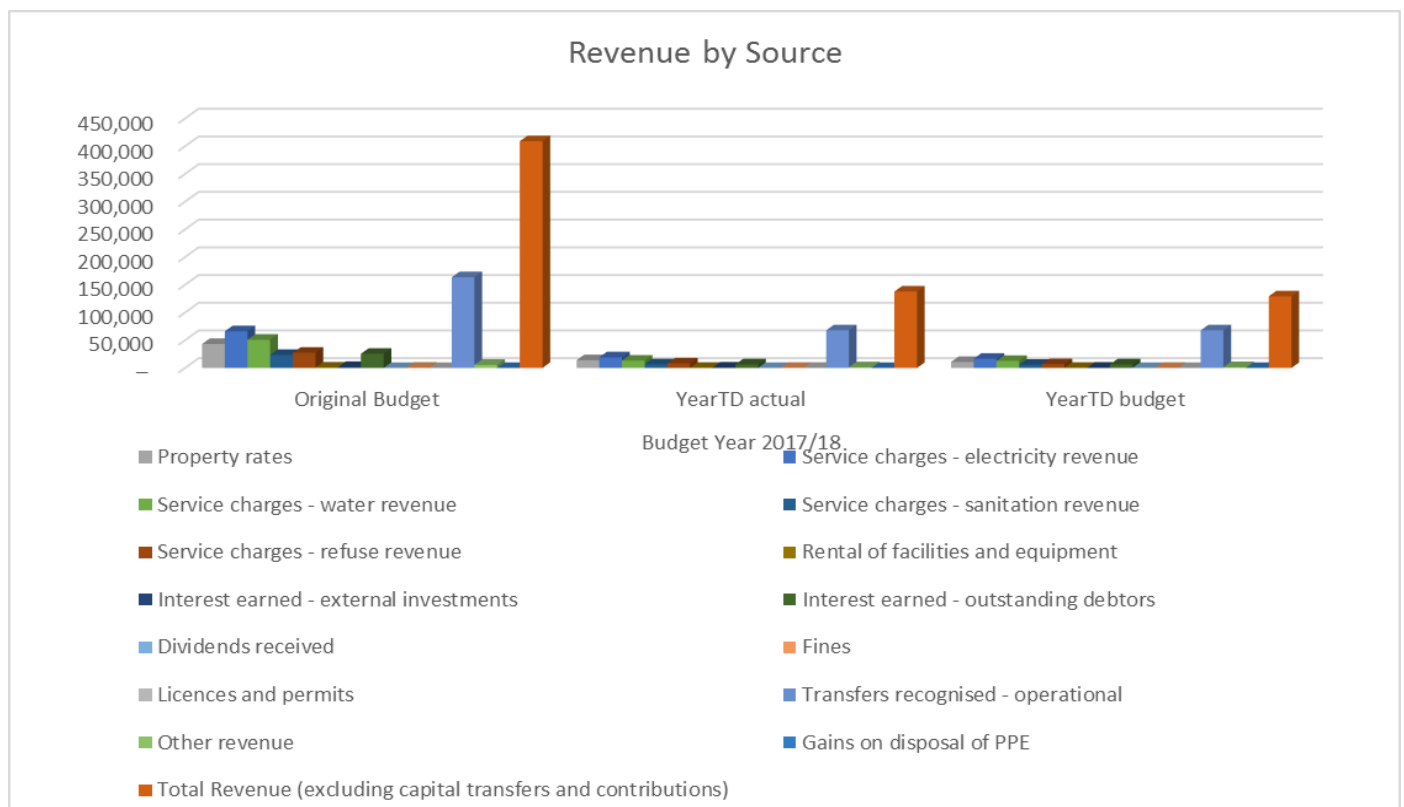
FS191 Setsoto - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) – First Quarter									
Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands								%	
Revenue By Source									
Property rates	44,250	43,263	–	5,237	14,014	10,816	3,199	30%	43,263
Property rates - penalties & collection charges	–	–	–	–	–	–	–		–
Service charges - electricity revenue	66,393	66,147	–	5,979	19,094	16,537	2,558	15%	66,147
Service charges - water revenue	46,774	50,813	–	5,347	13,262	12,703	559	4%	50,813
Service charges - sanitation revenue	25,413	23,391	–	2,372	6,510	5,848	662	11%	23,391
Service charges - refuse revenue	28,859	27,365	–	3,025	8,232	6,841	1,391	20%	27,365
Service charges - other	–	–	–	–	–	–	–		–
Rental of facilities and equipment	1,257	749	–	3	196	187	9	5%	749
Interest earned - external investments	1,755	1,860	–	253	611	465	146	31%	1,860
Interest earned - outstanding debtors	17,284	25,630	–	2,300	6,430	6,408	23	0%	25,630
Dividends received	40	40	–	–	51	40	11	28%	40
Fines	344	364	–	28	139	91	48	53%	364
Licences and permits	29	31	–	6	86	8	79	1015%	31
Agency services	–	–	–	–	–	–	–		–
Transfers recognised - operational	179,562	163,645	–	–	67,863	67,863	–		163,645
Other revenue	2,737	5,669	–	336	1,303	1,417	(114)	-8%	5,669
Gains on disposal of PPE	–	–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)	414,698	408,967	–	24,887	137,792	129,223	8,569	7%	408,967

The Statement of Financial Performance in Annexure A is prepared on similar basis to the prescribed budget format, detailing revenue by source, excluding capital transfers and contributions, and expenditure by type. The actual revenue for the period is 106.6% (**R 137,792 million**) on the year to date target of **R 129,223 million** and the expenditure for the period is 44.9% (**R 78,227 million**) on a year to date target of **R 102,359 million** respectively. The actual performance for the first quarter ended 30 September 2017 (excluding capital transfers and contributions) on operating budget can be summarised as follows:

	First Quarter Year to date Budget	First Quarter Year to date Actual	Variance
Revenue By Source	129,223,488	137,792,385	-8,568,896
Expenditure By Type	102,358,908	78,226,752	24,132,156
Surplus/(Deficit)	60,674,868	99,386,633	-38,711,765

Major Revenue Variances against the budget

- Property rates have a favourable variance of R 3,199 million (30%) for the period due to the effect of Government properties and supplementary valuation roll increased the levying of assessment rate, thus the favourable variance
- Electricity revenue has a favourable variance of R 2,558 million (15%) due to less collection and billed for the period than budgeted;
- Water revenue have a favourable variance of R 559,000 (4%) for the period due to more property rates billed for the period than budgeted;
- Sanitation Revenue has a variance of R 662,000 (11%) for the period due to more property rates billed for the period than budgeted;
- Refuse revenue has a favourable variance of R 1,391 million (20%) for the period due to more property rates billed for the period than budgeted;
- Interest earned-outstanding debtors have a favourable variance of R 1,417 million (27%) for the period due to interest charged on outstanding debtors.
- Grants and subsidies received on year to date amount to R107, 684 million included in that is R65, 690 million of equitable share which is regarded as unconditional grant. Conditional grants received amount to R41, 994 million and 11% of it has been spent to date.



GRANT	DORA ALLOCATION	ROLL-OVER	YTD RECEIPTS	OWN CONTRIBUTION	YTD EXPENDITURE	YTD NET BALANCE	% SPENT
UNCONDITIONAL							
Equitable Share	R 157,656,000	R -	R 65,690,000	R -	R -	R 65,690,000	0%
Sub-Total	R 157,656,000	R -	R 65,690,000	R -	R -	R 65,690,000	0%
CONDITIONAL							
MIG	R 47,997,000	R -	R 22,321,000	R -	R 9,618,749	R 12,702,251	43%
RBIG	R 20,000,000	R -	R ,000,000	R -	R 959,462	R 6,040,538	14%
WSIG	R 5,000,000	R -	R 7,500,000	R -	R 1,009,562	R 6,490,438	13%
INEG	R 6,000,000	R -	R 3,000,000	R -	R 43,913	R 2,956,087	1%
FMG	R 1,700,000	R -	R 1,700,000	R -	R 71,718	R 1,628,282	4%
EPWP	R 1,889,000	R -	R 473,000	R -	R 463,418	R 9,582	98%
Sub-Total	R 92,586,000	R -	R 41,994,000	R -	R 12,166,822	R 29,817,596	29%
TOTAL	R 250,242,000	R -	R 107,684,000	R -	R 12,166,822	R 95,507,596	11%

Expenditure

FS191 Setsoto - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) – First Quarter									
Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Expenditure By Type									
Employee related costs	171,972	182,908	-	13,723	40,969	45,727	(4,758)	-10%	182,908
Remuneration of councillors	11,141	11,062	-	984	2,907	2,765	141	5%	11,062
Debt impairment	61,512	58,014	-	-	-	14,504	(14,504)	-100%	58,014
Depreciation & asset impairment	12,288	12,490	-	-	-	3,122	(3,122)	-100%	12,490
Finance charges	2,057	8,511	-	-	41	2,128	(2,087)	-98%	8,511
Bulk purchases	73,179	64,448	-	7,557	16,038	16,112	(74)	0%	64,448
Other materials	-	-	-	-	-	-	-	-	-
Contracted services	21,676	18,392	-	3,037	5,249	4,598	651	14%	18,392
Transfers and grants	7,446	894	-	1,981	2,813	223	2,589	1159%	894
Other expenditure	45,617	52,716	-	1,387	10,251	13,179	(2,928)	-22%	52,716
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-
Total Expenditure	406,887	409,436	-	28,670	78,268	102,359	(24,091)	-24%	409,436

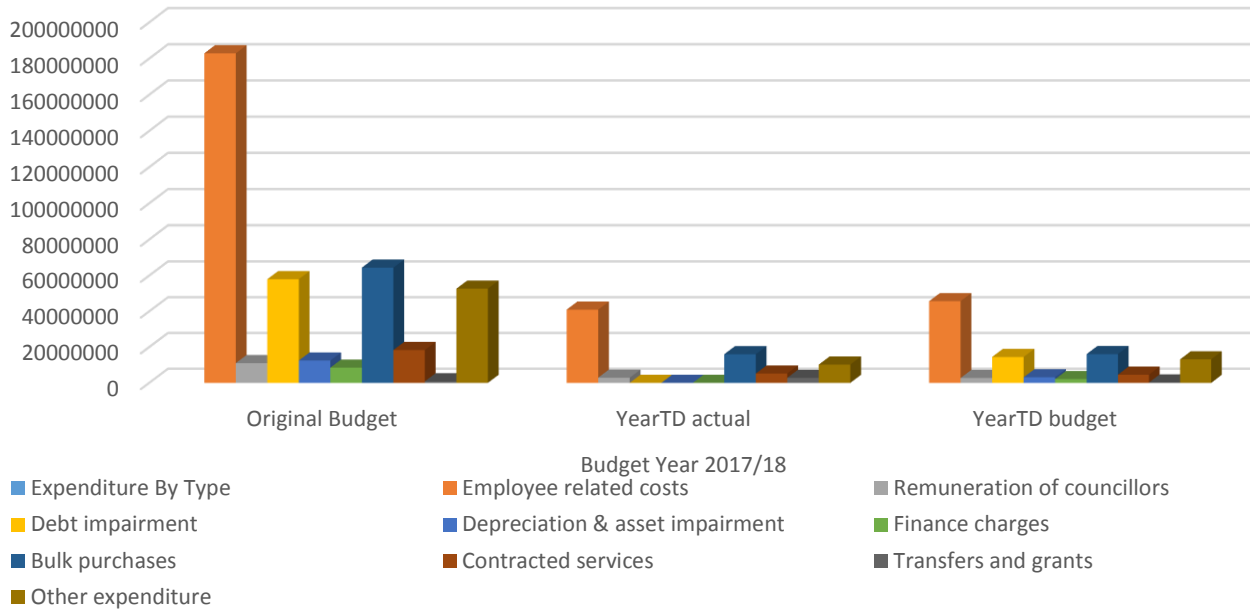
Major Expenditure Variances against the budget

- Employee related costs have a variance of R 4,758 million (-10%) for the period due to less expenditure on salaries for the period than budgeted;
- Councillors remuneration have a variance of R 141,000 (5%) for the period due to less spending on councillor remuneration for the period than budgeted;
- Debt impairment will be calculated during the year-end process and finalisation of the AFS.
- Depreciation will also be calculated on a half yearly basis;
- Finance Charges have an unfavourable variance of R 2,128 million (-98%) for the period due to low cash balances and creditors not paid on time and interest charged on outstanding creditors amount for the period than budgeted;

- Bulk purchases have a favourable variance of R 74,000 (0%) for the period due to savings on bulk purchases on electricity for the period than budgeted;
- Contracted services have a favourable variance of 651,000 (14%) for the period due to stringent cost containment measures for the period than budgeted;
- Transfers and grants have a favourable variance of R 2,589 million (1159%) for the period as we still in the 1st quarter of the year and more expenditure will incur during the year;
- Other expenditure have a unfavourable variance of R 2,928 million (-22%) for the period due to control measure put in place on spending on non-essential services for the period than budgeted.

FS191 Setsoto - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits – First Quarter									
Summary of Employee remuneration	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Other Municipal Staff									
Basic Salaries and Wages	125,807	109,620		-	16,643	27,405	(10,762)	-39%	109,620
Pension and UIF Contributions	13,505	20,161		-	2,348	5,040	(2,692)	-53%	20,161
Medical Aid Contributions	11,458	11,444		-	1,731	2,861	(1,130)	-39%	11,444
Overtime	1,121	8,665		-	188	2,166	(1,978)	-91%	8,665
Bonus	9,196	8,159		-	1,448	2,040	(591)	-29%	8,159
Motor Vehicle Allowance	9,512	10,759		-	1,613	2,690	(1,077)	-40%	10,759
Cell phone Allowance	424	579		-	88	145	(56)	-39%	579
Housing Allowances	505	498		-	61	124	(63)	-51%	498
Other benefits and allowances	-	5,498		-	2,709	1,374	1,334	97%	5,498
Payments in lieu of leave	50	99		-	355	25	330	1328%	99
Long service awards	393	38		-	62	10	52	546%	38
Post-retirement benefit obligations	-	-		-	-	-	-		-
Sub Total - Other Municipal Staff	171,972	175,521	-	-	27,247	43,880	(16,634)	-38%	175,521
% increase		2.1%						-37%	2.1%
Total Parent Municipality	183,112	186,583	-	-	29,169	46,646	(17,477)		186,583

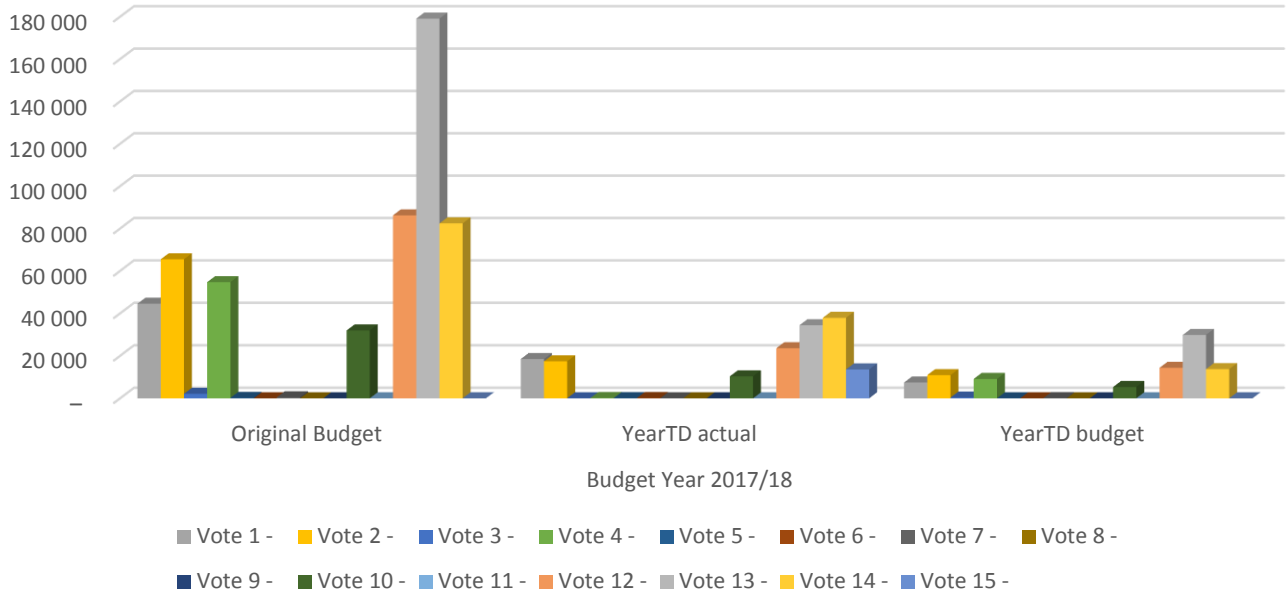
Operating Expenditure by Type



Revenue and Expenditure by municipal vote

FS191 Setsoto - Table C3 Monthly Budget Statement - Financial Performance (revenue and by municipal vote) – First Quarter									
Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Revenue by Vote									
Vote 1 -	29,880	44,548	-	41	18,496	7,425	11,071	149.1%	44,548
Vote 2 -	26,168	65,493	-	8,013	17,405	10,916	6,490	59.5%	65,493
Vote 3 -	1,296	2,119	-	7	48	353	(305)	-86.5%	2,119
Vote 4 -	52,764	54,719	-	70	138	9,120	(8,982)	-98.5%	54,719
Vote 5 -	-	206	-	0	82	34	48	139.0%	206
Vote 6 -	386	-	-	28	134	-	134	#DIV/0!	134
Vote 7 -	-	487	-	3	13	81	(68)	-83.4%	487
Vote 8 -	-	-	-	-	-	-	-	-	-
Vote 9 -	-	-	-	-	-	-	-	-	-
Vote 10 -	27,406	31,964	-	-	10,355	5,327	5,028	94.4%	31,964
Vote 11 -	-	-	-	-	-	-	-	-	-
Vote 12 -	-	86,236	-	5,979	23,573	14,373	9,200	64.0%	86,236
Vote 13 -	-	179,101	-	5,347	34,405	29,850	4,555	15.3%	179,101
Vote 14 -	52,313	82,440	-	2,372	37,902	13,740	24,162	175.8%	82,440
Vote 15 -	-	-	-	3,028	13,592	-	13,592	#DIV/0!	-
Total Revenue by Vote	190,213	547,315	-	24,887	156,142	91,219	64,923	71.2%	547,448

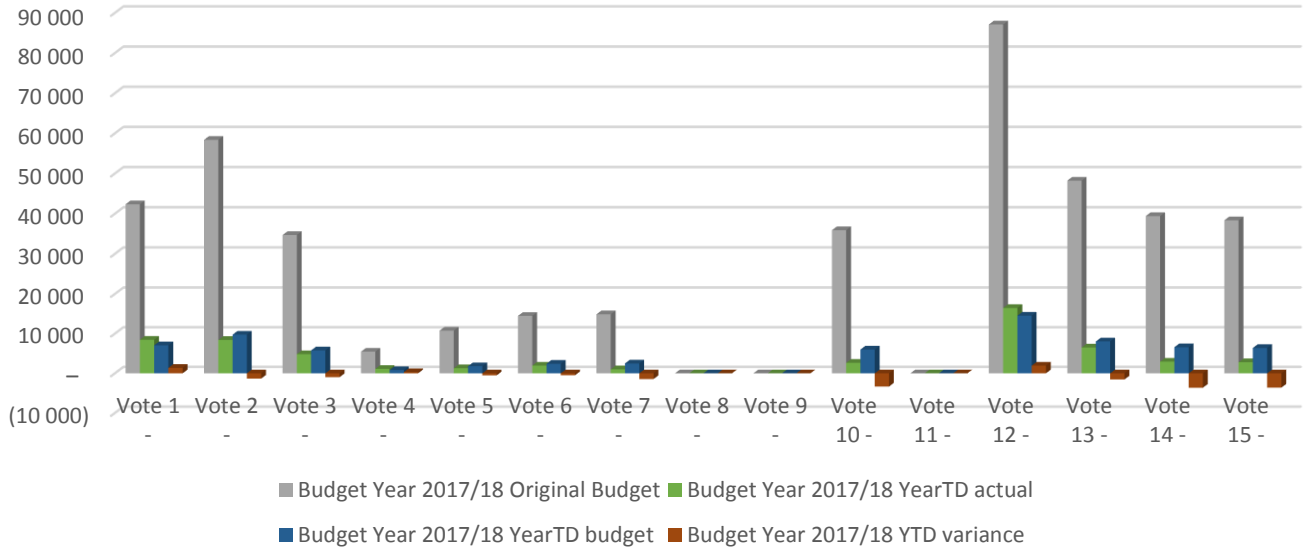
Revenue per Vote



FS191 Setsoto - Table C3 Monthly Budget Statement - Financial Performance (expenditure by municipal vote) – First Quarter

Vote Description	2016/17		Budget Year 2017/18							Full Year Forecast
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %		
R thousands										
Expenditure by Vote										
Vote 1 -	21,218	42,353	-	3,745	8,443	7,059	1,384	19.6%	42,353	
Vote 2 -	23,148	58,390	-	4,172	8,412	9,732	(1,320)	-13.6%	58,390	
Vote 3 -	13,620	34,685	-	2,347	4,824	5,781	(957)	-16.6%	34,685	
Vote 4 -	41,136	5,457	-	670	1,117	817	300	36.7%	5,457	
Vote 5 -	-	10,757	-	662	1,282	1,793	(511)	-28.5%	10,757	
Vote 6 -	5,968	14,466	-	665	1,943	2,411	(468)	-19.4%	14,466	
Vote 7 -	-	14,869	-	507	1,020	2,478	(1,458)	-58.8%	14,869	
Vote 8 -	522	-	-	-	-	-	-	-	-	
Vote 9 -	-	-	-	-	-	-	-	-	-	
Vote 10 -	27,433	35,902	-	1,242	2,646	5,984	(3,338)	-55.8%	35,902	
Vote 11 -	-	-	-	-	-	-	-	-	-	
Vote 12 -	-	87,100	-	7,953	16,459	14,517	1,942	13.4%	87,100	
Vote 13 -	-	48,231	-	3,081	6,499	8,039	(1,539)	-19.2%	48,231	
Vote 14 -	-	39,411	-	1,428	2,938	6,568	(3,630)	-55.3%	39,411	
Vote 15 -	-	38,344	-	1,653	2,798	6,391	(3,592)	-56.2%	38,344	
Total Expenditure by Vote	133,046	429,966	-	28,125	58,380	71,569	(13,189)	-18.4%	429,966	

Expenditure per Vote



5. Capital Expenditure-Table C5

The municipality's capital budget is financed through borrowings amounting to R 31 million, which was taken up during the year and grants and subsidies amounting to R 41,994 million.

FS191 Setsoto - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding) – First Quarter									
Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%
Capital Expenditure - Standard Classification									
Governance and administration	11,150	27,000	–	–	–	6,750	(6,750)	-100%	27,000
Executive and council	1,500	–	–	–	–	–	–		–
Budget and treasury office	9,595	27,000	–	–	–	6,750	(6,750)	-100%	27,000
Corporate services	55	–	–	–	–	–	–		–
Community and public safety	5,629	5,700	–	–	204	1,425	(1,221)	-86%	5,700
Community and social services	–	4,000	–	–	–	1,000	(1,000)	-100%	4,000
Sport and recreation	5,629	1,700	–	–	204	425	(221)	-52%	1,700
Public safety	–	–	–	–	–	–	–		–
Housing	–	–	–	–	–	–	–		–
Health	–	–	–	–	–	–	–		–
Economic and environmental services	7,424	31,581	–	1,317	4,265	7,895	(3,631)	-46%	31,581
Planning and development	–	–	–	–	–	–	–		–
Road transport	7,424	31,581	–	1,317	4,265	7,895	(3,631)	-46%	31,581
Environmental protection	–	–	–	–	–	–	–		–
Trading services	64,780	101,960	–	3,318	5,654	25,490	(19,836)	-78%	101,960
Electricity	5,200	6,000	–	–	–	1,500	(1,500)	-100%	6,000
Water	32,716	42,716	–	1,239	1,920	10,679	(8,759)	-82%	42,716
Waste water management	13,734	53,244	–	2,079	3,734	13,311	(9,577)	-72%	53,244
Waste management	13,130	–	–	–	–	–	–		–
Other	–	–	–	–	–	–	–		–
Total Capital Expenditure - Standard Classification	88,983	166,241	–	4,636	10,123	41,560	(31,438)	-76%	166,241

Capital Expenditure - Standard Classification

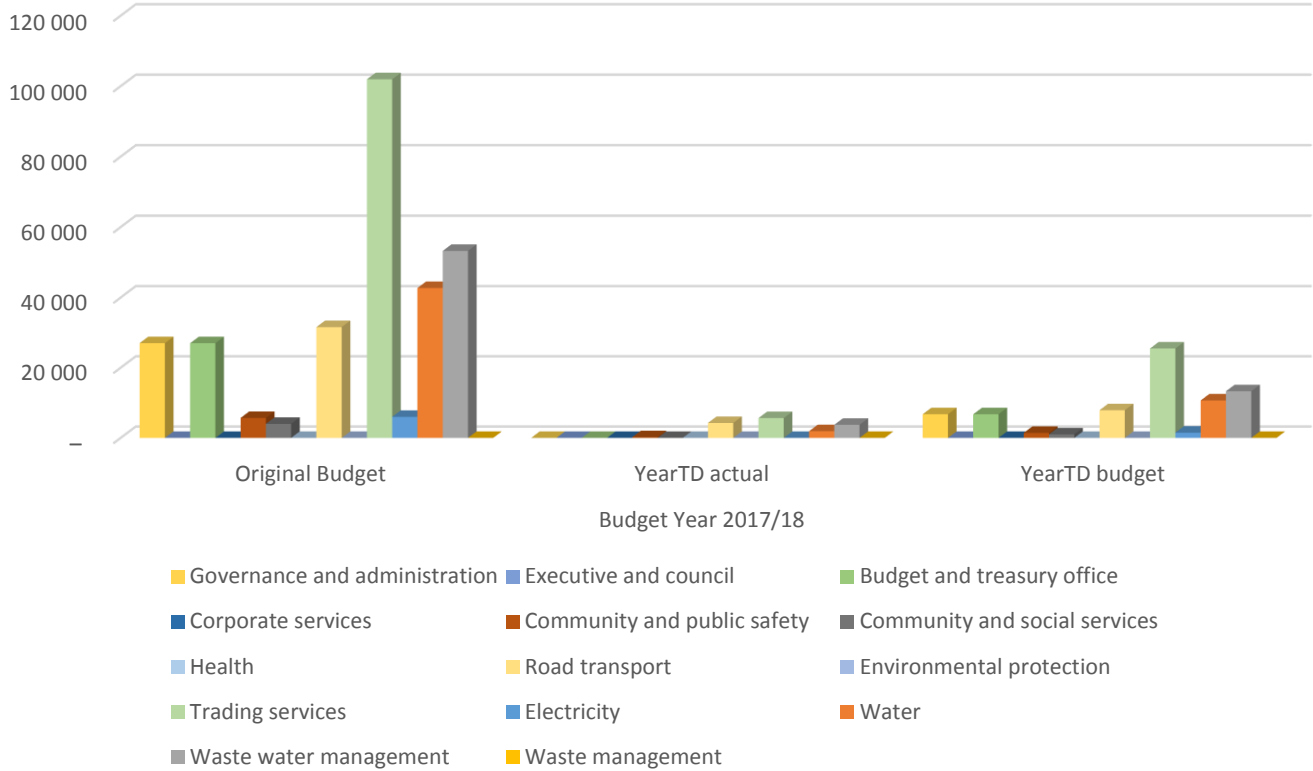
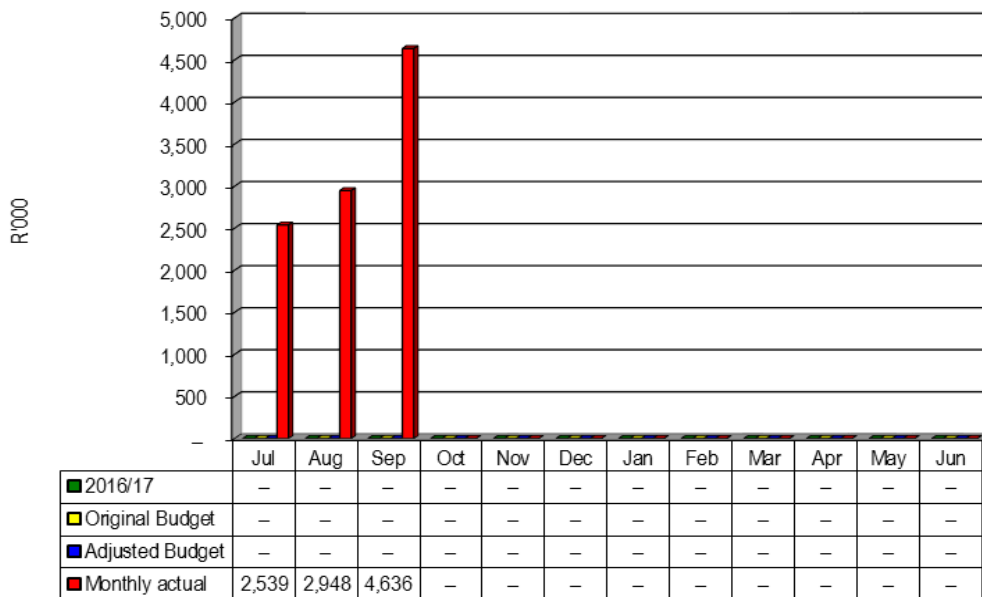


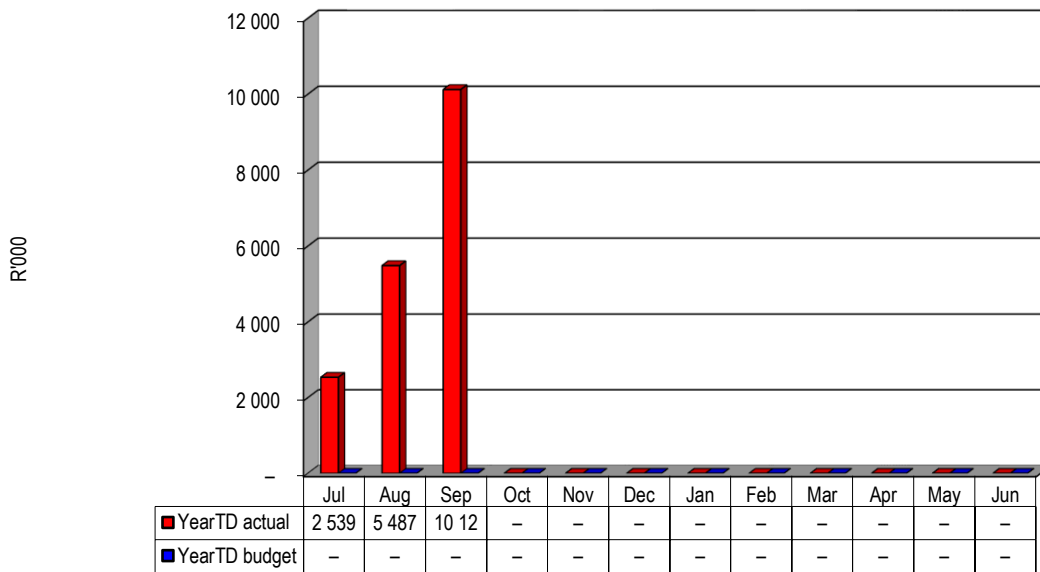
Chart C1 2017/18 Capital Expenditure Monthly Trend: actual v target



FS191 Setsoto - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, standard classification and funding) – First Quarter

Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Single Year expenditure appropriation									
Vote 1 -	-	-	-	-	-	-	-	-	-
Vote 2 -	-	-	-	-	-	-	-	-	-
Vote 3 -	9,500	-	-	-	-	-	-	-	-
Vote 4 -	-	4,000	-	-	-	333	(333)	-100%	4,000
Vote 5 -	7,049	1,700	-	-	204	425	(221)	-52%	1,700
Vote 6 -	-	-	-	-	-	-	-	-	-
Vote 7 -	-	-	-	-	-	-	-	-	-
Vote 8 -	-	-	-	-	-	-	-	-	-
Vote 9 -	-	-	-	-	-	-	-	-	-
Vote 10 -	7,424	58,581	-	1,317	8,607	14,645	(6,038)	-41%	58,581
Vote 11 -	-	-	-	-	-	-	-	-	-
Vote 12 -	6,000	6,000	-	-	-	1,500	(1,500)	-100%	6,000
Vote 13 -	30,716	42,716	-	1,239	1,920	10,679	(8,759)	-82%	42,716
Vote 14 -	13,734	53,244	-	2,079	3,734	13,311	(9,577)	-72%	53,244
Vote 15 -	14,630	-	-	-	-	-	-	-	-
Total Capital single-year expenditure	89,052	166,241	-	4,636	14,465	40,894	(26,428)	-65%	166,241
Total Capital Expenditure	89,052	166,241	-	4,636	14,465	40,894	(26,428)	-65%	166,241

Chart C2 2017/18 Capital Expenditure: YTD actual v YTD target



6. Cash Flow Statement-Table C7

FS191 Setsoto - Table C7 Monthly Budget Statement - Cash Flow - First Quarter									
Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Ratepayers and other	154,360	175,521	-	9,215	26,037	43,880	(17,843)	-41%	175,521
Government - operating	179,563	163,645	-	-	67,863	40,911	26,952	66%	163,645
Government - capital	81,807	117,597	-	-	39,821	29,399	10,422	35%	117,597
Interest	3,613	22,365	-	510	1,396	5,591	(4,196)	-75%	22,365
Dividends	40	40	-	-	51	40	11	28%	40
Payments									
Suppliers and employees	(336,238)	(326,965)	-	(26,689)	(22,036)	(81,741)	(59,705)	73%	(326,965)
Finance charges	(2,057)	(8,511)	-	-	(41)	(2,128)	(2,087)	98%	(8,511)
Transfers and Grants	(7,446)	(894)	-	(1,981)	1,150	(223)	(1,374)	615%	(894)
NET CASH FROM/(USED) OPERATING ACTIVITIES	73,642	142,797	-	(18,946)	114,241	35,729	(78,512)	-	142,797
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	(1,265)	-	-	-	-	-	-	(1,265)
Payments									
Capital assets	(88,982)	(166,241)	-	(4,636)	(10,123)	(41,560)	(31,438)	76%	(166,241)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(88,982)	(167,506)	-	(4,636)	(10,123)	(41,560)	(31,438)	76%	(167,506)
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipt									
Short term loans	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	31,000	-	-	-	7,750	(7,750)	-	31,000
Increase (decrease) in consumer deposits	-	5	-	-	(23)	-	(23)	#DIV/0!	5
Payments									
Repayment of borrowing	(2,871)	(2,500)	-	-	63	(625)	(688)	110%	(2,500)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(2,871)	28,505	-	-	40	7,125	7,085	99%	28,505
NET INCREASE/ (DECREASE) IN CASH HELD	(18,212)	3,796	-	(23,582)	104,159	1,294			3,796
Cash/cash equivalents at beginning:	3,702	(14,510)	-	-	-	(14,510)			-
Cash/cash equivalents at month/year end:	(14,510)	(10,714)	-	-	104,159	(13,216)			3,796

7. Outstanding Debtors Report-Table SC3

The debtors report is supposed to be prepared on the basis of the format required to be lodged electronically with National Treasury. This format provides an extended age analysis, as well as an aged analysis by debtor type. The debtors balance as at 30 September 2017 is R 302,839 million.

FS191 Setsoto - Supporting Table SC3 Monthly Budget Statement - aged debtors – First Quarter										
Description R thousands	Budget Year 2017/18									
	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121- 150 Days	151- 180 Days	181 Dys-1 Year	Over 1Year	Total	Total over 90 days
Debtors Age Analysis By Income Source										
Trade and Other Receivables from Exchange Transactions - Water	8,735	3,877	3,116	3,066	3,056	3,046	13,352	51,214	89,461	73,734
Trade and Other Receivables from Exchange Transactions - Electricity	8,562	1,841	1,026	912	780	642	2,719	9,892	26,375	14,945
Receivables from Non-exchange Transactions - Property Rates	6,518	6,981	2,577	2,469	2,463	2,474	12,029	37,259	72,770	56,694
Receivables from Exchange Transactions - Waste Water Management	3,993	1,809	1,289	1,270	1,259	1,257	6,214	23,449	40,540	33,449
Receivables from Exchange Transactions - Waste Management	5,205	2,407	1,766	1,753	1,739	1,735	8,601	27,134	50,340	40,962
Receivables from Exchange Transactions - Property Rental Debtors	-	-	-	-	-	-	-	-	-	-
Interest on Arrear Debtor Accounts	4,498	2,098	2,012	2,201	2,125	2,041	9,194	46,956	71,126	62,517
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	-	-	-	-	-	-
Other	3,384	1,206	1,306	1,077	1,093	859	2,154	15,355	26,433	20,537
Total By Income Source	40,894	20,219	13,093	12,748	12,515	12,054	54,263	211,259	377,044	302,839
2016/17 - totals only									-	-
Debtors Age Analysis By Customer Group										
Organs of State	5,590	2,367	2,054	1,903	1,937	1,741	6,944	22,220	44,756	34,745
Commercial	3,535	3,238	716	817	797	688	2,903	7,852	20,545	13,056
Households	31,031	14,347	9,752	9,816	9,545	9,417	43,470	177,517	304,894	249,764
Other	737	267	571	213	237	208	946	3,670	6,850	5,274
Total By Customer Group	40,894	20,219	13,093	12,748	12,515	12,054	54,263	211,259	377,044	302,839

Chart C3 Aged Consumer Debtors Analysis

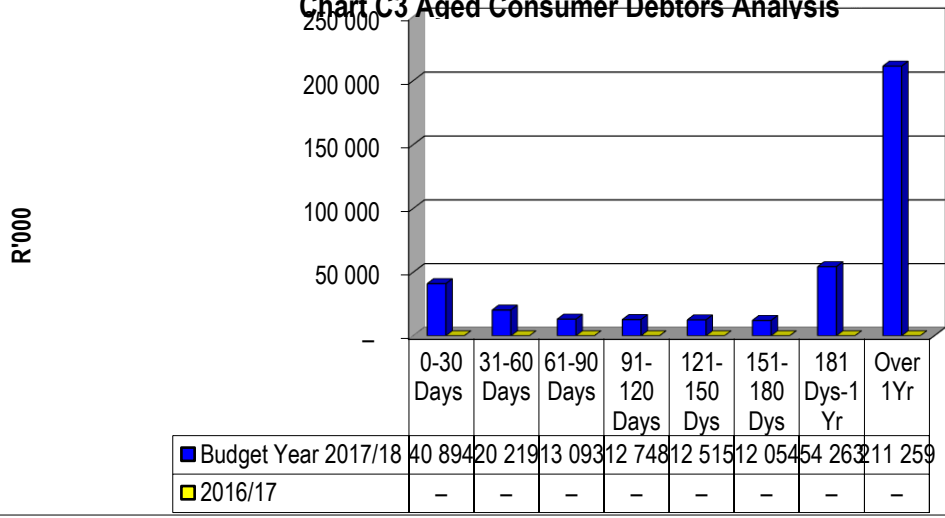
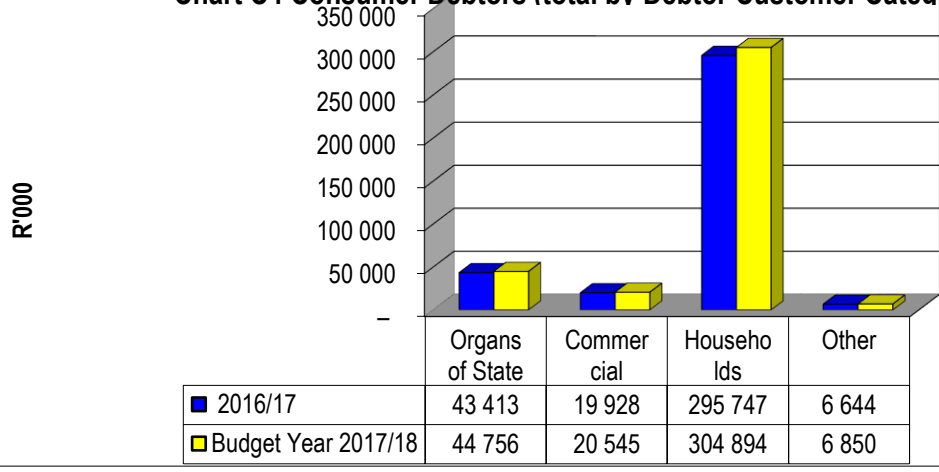


Chart C4 Consumer Debtors (total by Debtor Customer Category)

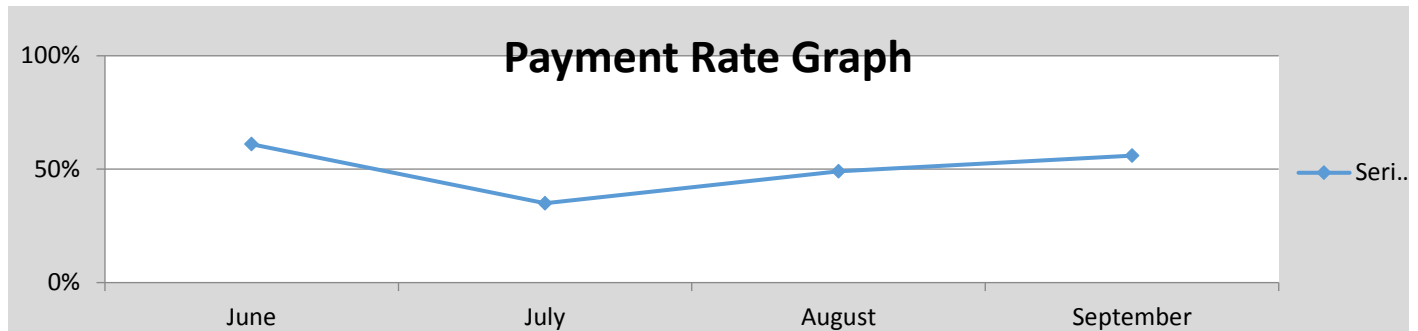


7.1 Debtors Collection Rate

PERIOD	Total Settlements	Total Movement	Billing	Credit Notes	Debit Notes	Other Adjustments	Payment Rate
July	- 8,339,052.48	23,566,212.26	25,905,200.69	- 5,802,359.77	4,841,381.35	- 1,378,010.01	35%
August	- 11,032,561.22	22,381,497.60	25,156,283.80	- 668,805.24	208,444.79	- 2,314,425.75	49%
September	- 10,768,255.83	19,375,042.56	24,688,979.74	- 812,284.58	207,748.51	- 4,709,401.11	56%
TOTAL YTD	- 30,139,869.53	65,322,752.42	75,750,464.23	- 7,283,449.59	5,257,574.65	- 8,401,836.87	46%

The payment rate is calculated by dividing the total settlements by the sum of total levies and total adjustment. The average payment rate is 56% which is a 11% increase compared to the previous financial year. Though there is an improvement on the payment rate greater efforts and strict mechanisms still need to be implemented to improve the collection rate. Whenever the payment rate increases drastically it was due to the collection of outstanding government debt.

7.2 Payment Rate Graph



The payment rate need to be improved and it is calculated by dividing the total settlement with total movements. Strict collection methods need to be implemented in wards which has payment rates that are lower than 50%.

7.3 Payment Rate by Ward

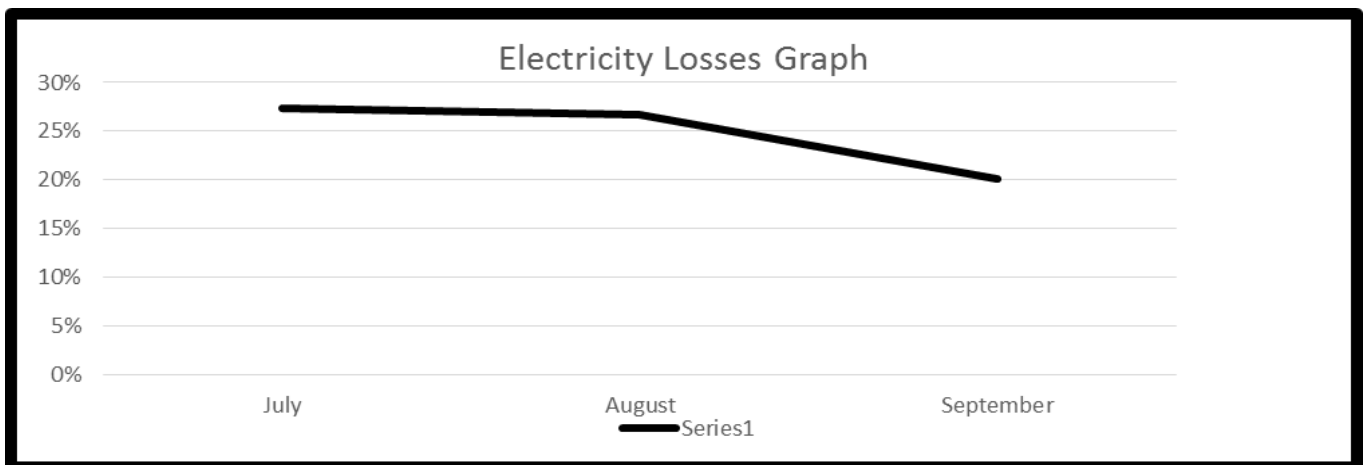
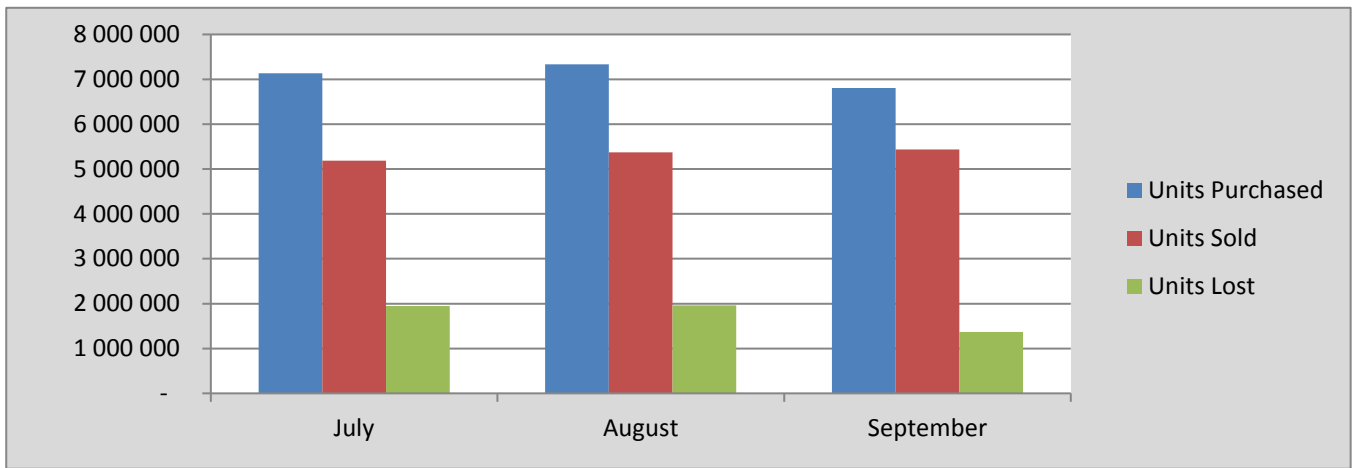
WARD	Total Settlements	Total Movement	Billing	Credit Notes	Debit Notes	Other Adjustments	Payment Rate
WARD 1	- 1,378,071.09	2,172,250.21	2,177,408.52	- 24,762.14	157,834.01	- 138,230.18	63%
WARD 2	- 42,827.25	846,896.08	1,223,936.41	- 25,201.58	-	- 351,838.75	5%
WARD 3	- 46,293.66	107,087.65	107,087.65	-	-	-	43%
WARD 4	- 1,087,454.63	1,211,815.60	1,876,230.35	- 7,517.66	783.74	- 657,680.83	90%
WARD 5	- 11,492.75	89,204.10	427,311.18	-	-	- 338,107.08	13%
WARD 6	- 1,685,902.94	1,629,250.39	2,511,253.36	- 129,343.29	1,288.50	- 753,948.18	103%
WARD 7	- 98,790.65	522,298.04	1,098,635.76	- 13,906.02	-	- 562,431.70	19%
WARD 8	- 56,156.55	521,726.46	873,434.38	- 3,697.76	-	- 348,010.16	11%
WARD 9	- 1,006,359.09	1,971,660.18	2,115,188.98	- 25,087.01	7,342.06	- 125,783.85	51%
WARD 10	- 854,650.77	1,355,266.08	1,604,142.55	- 36,031.40	5,238.05	- 218,083.12	63%
WARD 11	- 41,485.16	793,131.62	918,777.57	- 7,036.83	-	- 118,609.12	5%
WARD 12	- 32,472.50	672,635.07	821,196.74	- 5,423.82	-	- 143,137.85	5%
WARD 13	- 40,935.33	1,063,980.82	1,142,787.38	- 17,858.31	-	- 60,948.25	4%
WARD 14	- 64,808.31	639,130.94	791,421.59	- 5,868.01	-	- 146,422.64	10%
WARD 15	- 3,194,559.98	4,156,128.49	4,296,436.53	- 136,029.40	34,829.97	- 39,108.61	77%
WARD 16	- 51,326.70	758,188.02	977,665.70	- 5,312.45	-	- 214,165.23	7%
WARD 17	- 8,834.83	251,355.63	343,505.09	- 4,581.62	-	- 87,567.84	4%
WARD 18	- 716,231.27	613,037.18	1,382,560.00	- 364,627.28	432.18	- 405,327.72	117%
PAYMENT ADVANCED	- 349,602.37	-	-	-	-	-	0%
TOTAL	- 10,768,255.83	19,375,042.56	24,688,979.74	- 812,284.58	207,748.51	- 4,709,401.11	56%

The payment rate is calculated by dividing the total settlements by the sum of total levies and total adjustment. The average payment rate up to the end of this quarter is 56%. Greater efforts and strict mechanisms still need to be implemented to improve the average collection rate.

7.4 Electricity losses

ELECTRICITY				
Period	Units Purchased	Units Sold	Units Lost	% Losses
July	7,132,210	5,183,436	1,948,774	27%
August	7,331,371	5,373,663	1,957,708	27%
September	6,805,338	5,438,444	1,366,894	20%
Total	21,268,919	15,995,543	5,273,376	25%

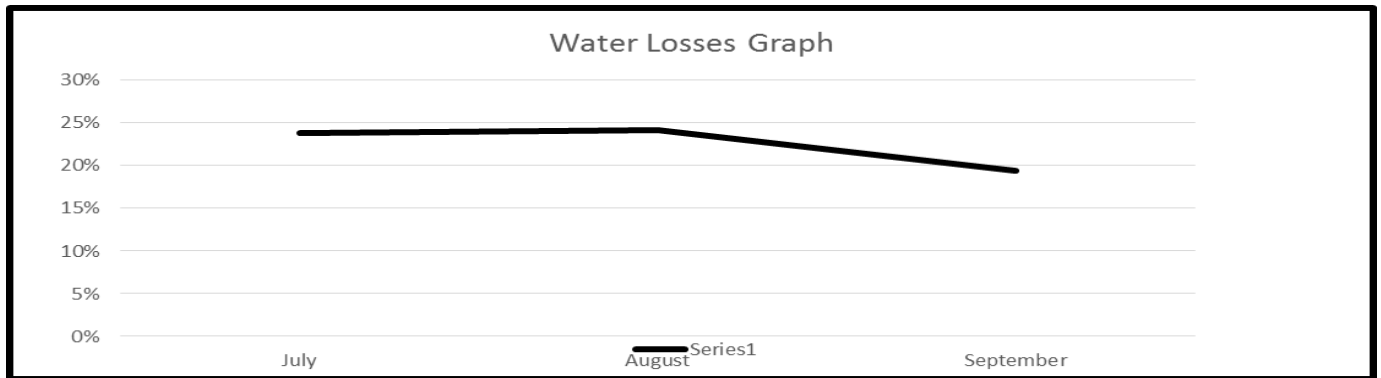
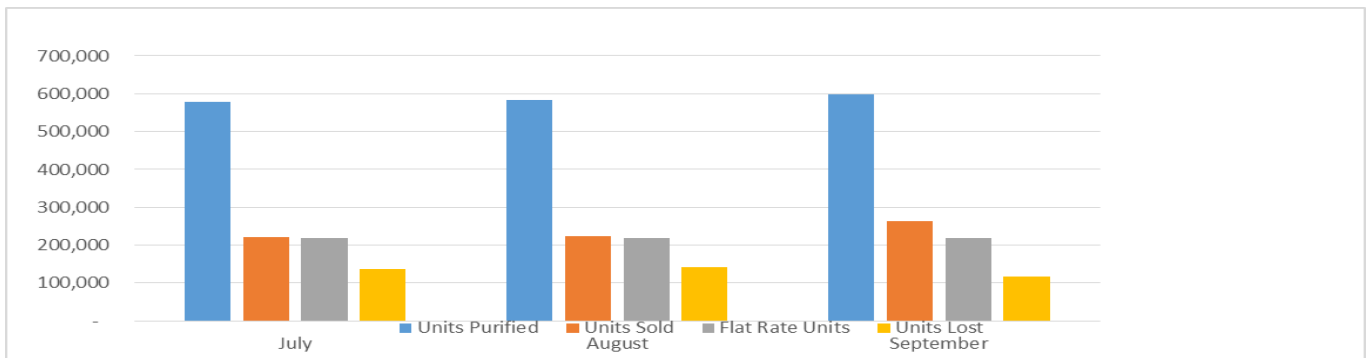
Percentage electricity losses account to an average of **25%** for year to date.



7.5 Water Losses

WATER					
Period	Units Purified	Units Sold	Flat Rate Units	Units Lost	% Losses
July	579,182	222,344	218,682	138,156	24%
August	583,830	224,208	218,673	140,949	24%
September	598,729	263,730	218,664	116,335	19%
Total	1,761,741	710,282	656,019	395,440	22%

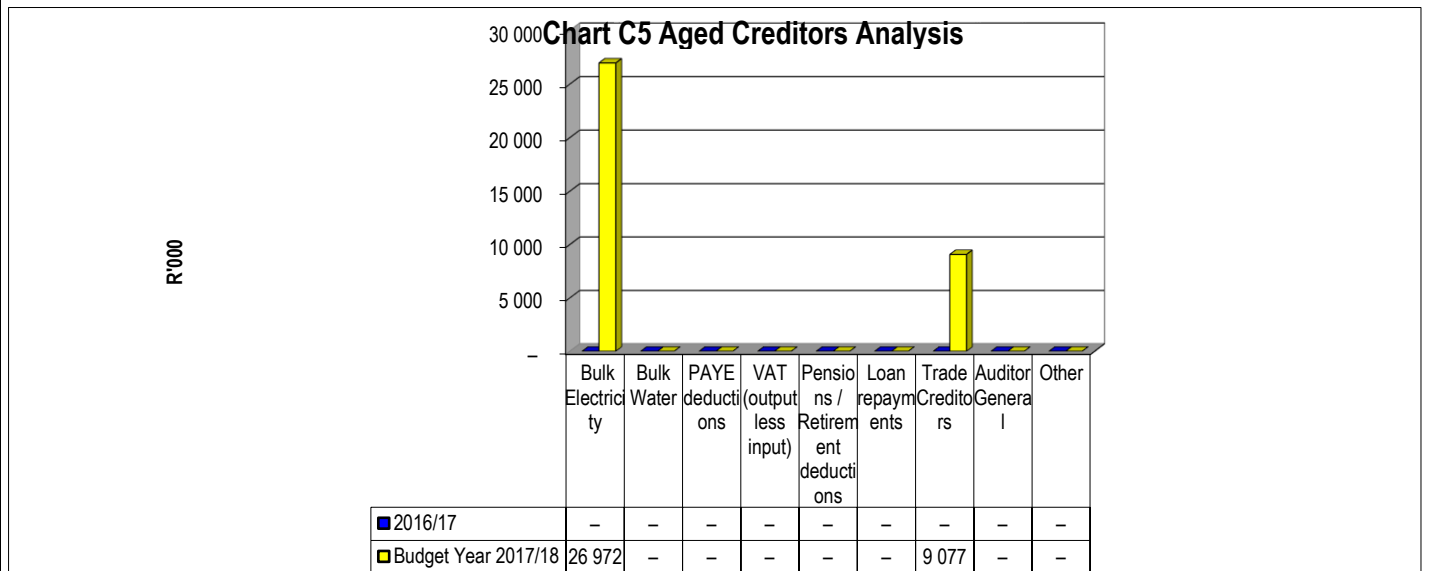
Percentage water losses account to an average of **20%** for year to date and this include units consumed in township with a flat rate because meters are not read.



8. Outstanding Creditors Report-Table SC4

Below is the outstanding creditors per age amounting to R36 049 million. The biggest single contributor to the outstanding amount relates to the purchasing of bulk electricity. The necessary arrangements has been made with the effected creditors related to the delayed payment of services.

FS191 Setsoto - Supporting Table SC4 Monthly Budget Statement - aged creditors - First Quarter									
Description	Budget Year 2017/18								
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
R thousands									
Creditors Age Analysis By Customer Type									
Bulk Electricity	8,454	-	18,518	-	-	-	-	-	26,972
Bulk Water	-	-	-	-	-	-	-	-	-
PAYE deductions	-	-	-	-	-	-	-	-	-
VAT (output less input)	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	-	-	-	-	-	-	-	-	-
Loan repayments	-	-	-	-	-	-	-	-	-
Trade Creditors	3,199	2,339	457	2,875	208	-	-	-	9,077
Auditor General	872	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total By Customer Type	11,653	2,339	18,975	2,875	208	-	-	-	36,049



FS191 Setsoto - Supporting Table SC2 Monthly Budget Statement - performance indicators - First Quarter

Description of financial indicator	Basis of calculation	2016/17	Budget Year 2017/18			
		Audited Outcome	Original Budget	Adjusted Budget	Year TD actual	Full Year Forecast
<u>Borrowing Management</u>						
Capital Charges to Operating Expenditure	Interest & principal paid/Operating Expenditure	0.0%	0.0%	0.0%	0.054%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowings/Capital expenditure excl. transfers and grants	0.0%	0.0%	0.0%	0.76%	0.0%
<u>Safety of Capital</u>						
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Liquidity</u>						
Current Ratio	Current assets/current liabilities	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity Ratio	Monetary Assets/Current Liabilities	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Revenue Management</u>						
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing					
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Creditors Management</u>						
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))				80%	
<u>Funding of Provisions</u>						
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions					
<u>Other Indicators</u>						
Electricity Distribution Losses	% Volume (units purchased and generated less units sold)/units purchased and generated	11.0%	10.0%		25.0%	10.0%
Water Distribution Losses	% Volume (units purchased and own source less units sold)/Total units purchased and own source	4.0%	9.0%		22.0%	5.0%
Employee costs	Employee costs/Total Revenue - capital revenue	0.0%	0.0%	0.0%	58.0%	0.0%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0.045%	0.0%
Interest & Depreciation	I&D/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0.97%	0.0%
<u>IDP regulation financial viability indicators</u>						
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	87.0%	87.0%		1105.6%	
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	244.0%	244.0%		144.3%	
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	341.4%	341.4%		312.7%	

9. Investment Portfolio

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

9.1 Investment balances as at 30 September 2017

FS191 Setsoto - Supporting Table SC5 Monthly Budget Statement - investment portfolio - First Quarter

Investments by maturity Name of institution & investment ID	Period of Investment	Type of Investment	Expiry date of investment	Accrued interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
R thousands	Yrs./Months							
Municipality								
Absa Bank	30 days	Short-term	30/06/2018	1	0.0%	30	-	30
Eastern FS Co-op	30 days	Short-term	30/06/2018	-	0.0%	1,109	-	1,109
FNB	30 days	Short-term	30/06/2018	514	5.5%	982	-	35,975
Sanlam	30 days	Short-term	30/06/2018	-	0.0%	2,066	-	2,066
Municipality sub-total				514		4,187	-	39,180

DESCRIPTION	CLOSING BALANCE	INTEREST TO DATE
MONEY MARKET (Account Number: 62151783563)	R 23,665,497.23	R 254,811.11
MIG-INVESTMENT (Account Number: 6210540465)	R 11,253,616.10	R 242,754.95
BUSINESS CALL (Account Number: 6249046205)	R 1,055,821.05	R 16,926.59
TOTAL	R 35,974,934.38	R 514,492.65

The closing balances of call investments accounts amount to R 35,974 million as at the end of 30 September 2017. Interest accumulated on investments is R 514,492.

9.2 Bank balances as at 30 September 2017

DESCRIPTION	CLOSING BALANCE	INTEREST TO DATE
PRIMARY BANK (Account Number: 62048092647)	R 2,182,333.75	R 100,000.77
TOTAL	R 2,182,333.75	R 100,000.77

The closing balance as at 30 September 2017 is an amount of R 2,182 million.

10. Financial Implications

The report for the quarter ending 30 September 2017 indicates various financial risks which require monitoring and also identifies gaps which require urgent attention in order to achieve the strategic objective of good governance, financial viability and resilient organisational development and transformation. Areas that require continuous monitoring are the following:

- Internal controls for the achievement of operating revenue and expenditure budget;
- Internal controls for the achievement of capital expenditure budget;
- The management of cash flow on daily basis; and
- The acceleration of our debtors' collection and the implementation of Revenue Enhancement Strategy through various mechanisms like Operation Patala.

Non-financial Information

1. Purpose

The purpose of this report is to inform council regarding the process made with the implementation of the Key Performance Indicators in the realisation of the development of priorities and objectives as determined in the municipality's Integrated Development Plan 2017/2018 as well as the Top layer Service Delivery and Budget Implementation Plan 2017/2018 for the First quarter (1 July 2017 -29 September 2017) of the 2017/2018 financial year.

2. Legislative Requirements

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

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

3.1 Format

- (a) The municipality's Service Delivery and Budget Implementation Plan consist of a Top Layer (Outcomes) as well as a Departmental Plan (Outputs) for each individual department.
- (b) For purpose of reporting, the Top Layer Service Delivery is used to report to council and community on the organisational performance of the municipality.
- (c) The Top Layer Service Delivery measures the achievement of performance indicators with regards to the provision of basic services as prescribed by Section 10 of Local Government: Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and Planning Statement detailed in the Integrated Development Plan 2017/2018 and the Service Delivery and Budget Implementation Plan 2017/2018. The Top Layer Service Delivery and Budget Implementation Plan 2017/2018 was approved by the Executive Mayor on the 24 November 2016 due to the election and the establishment of the type of the municipality.
- (d) The Departmental Service Delivery and Budget Implementation Plan 2017/2018 measure the achievement of performance indicators that have been determined with regard to operational service delivery within each department and have been aligned with the Top Layer Service Delivery and Budget Implementation Plan through activities and tasks. The Departmental Service Delivery and Budget Implementation Plans have been approved by the Municipal Manager.
- (e) The Quarterly Performance Assessment Report is structured to report on the five (5) Municipal Key Performance areas
- (f) The overall assessment of actual performance against targets set for the key performance indicators as documented in the Service Delivery and Budget Implementation Plan is illustrated in terms of the following assessment methodology:

Colour	Category	Explanation
	KPI Not Yet Measured	KPI's with no targets or actual results for the selected period
	KPI Not Met	Actual vs. target less than 75%
	KPI Almost Met	Actual vs. target between 75% and 100%
	KPI Met	Actual vs. target 100% achieved
	KPI Well Met	Actual vs. target more than 100% and less than 150% achieved
	KPI Extremely Well Met	Actual vs. target more than 150% achieved

3.2 Monitoring

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

- quarterly be updated with actual performance
- Close every third month on the 10th for update of the previous quarter month's actual performance as a control measure to ensure that performance is updated and monitored on a quarterly month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis.
- Have no access available to a quarter's performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a particular period in the various levels at which reporting takes place.
- Ensure departments motivate to the Municipal Manager should they require the system to be re-opened once the system is closed.
- Ensure the system provides management information in graphs and indicates actual performance against targets. The graphs provide a good indication of performance progress and where corrective action is required.
- Ensure system requires key performance indicator owners to update performance comment for each actual result captured, which provides a clear indication of how the actual was calculated/ reached and serves as part of the portfolio of evidence (POE) for auditing purposes.
- In terms of Section 46(1)(a)(iii) of the MSA the Municipality reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The system utilised requires corrective actions to be captured for targets not achieved

4. Overall Performance of the Municipality

Municipality		Key Performance Areas					Total
		Infrastructure and Service Delivery	Local Economic Development	Organisational Development and Transformation	Financial Viability and Management	Good Governance and Public Participation	
	KPI Not Yet Measured		6	18	17	14	55
	KPI Not Met		4	17	7	18	46
	KPI Almost Met		0	0	0	3	3
	KPI Met		6	40	43	46	135
	KPI Well Met		4	1	1	8	14
	KPI Extremely Well Me		0	0	0	14	14
Total			20	76	68	103	267

5. Actual Departmental Performance and corrective Measures That Will Be Implemented

5.1 Department of the Office of the Municipal Manager

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Development and adoption of IDP Review Process Plan	Number of Integrated Development Plan Review Process Plan adopted	1	1	1	1	Target Met	Council approved the plan on the 28 September 2017	Target Met	1	1
	Engagement with communities on the development of the IDP Review Process Plan	Number of meetings held on the development of the IDP Review Process Plan	1	1	0	0	Third quarter target	Need to raise funds for community engagement	KPI should be reflected as number of meetings held on the development of the IDP Review Process Plan - KPI is inconsistent.	1	1
	Publication of the IDP Review Process Plan	Number of publication of the approved IDP Review Process Plan	3	3	3	3	Target Met	Published in the Weekly of 18-24 August 2017, Record of 24 August 2017, Municipal Notice Boards and Website	KPI should be reflected as number of publication of the approved IDP Review Process Plan - KPI is inconsistent.	3	3
	Uploading of the IDP Review Process Plan on the website	Number of uploads of the approved IDP Review Process Plan on the municipal website	1	1	1	0	Target Not Met	Placed on the 05 October 2017 due to council only approving on the 28 September 2017	KPI should be reflected as number of uploads of the approved IDP Review Process Plan on the municipal website - KPI is inconsistent. The document was not placed on the website till 13 December 2017.	1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Adoption and Review of the Integrated Development Plan	Number of credible and legally compliant Integrated Development Plan submitted to Council for approval	1	1	0	0	Fourth Quarter target	Reviewing the Mayor's Foreword, Executive Summary and Situational Analysis for Provincial Assessment in December 2017	KPI should be reflected as number of credible and legally compliant Integrated Development Plan develop and approved. KPI is inconsistent	1	1
	Community engagement on the review of the Integrated Development Plan	Number of Integrated Development Plan Community Representative Fora held	4	4	0	0	Third Quarter target	The municipality should ensure that the is enough funds to engage communities in terms of the IDP Review Process Plan 2017/2018	KPI should be reflected as Number of Integrated Development Plan Community Representative Fora held. KPI is inconsistent	4	4
	Submission of the draft Integrated Development Plan	Number of draft Integrated Development Plan submitted to Council for adoption	1	1	0	0	Third Quarter target	On track	KPI should be reflected as Number of draft Integrated Development Plan submitted to Council for adoption. KPI is inconsistent	1	1
	Stakeholder engagement on the review of the Integrated Development Plan	Number of Integrated Development Plan Assessment Reports	1	6	0	0	Fourth Quarter target	On track	Target is 6 not 1 as reflected in the approved SDBIP 2017/2018	1	1
	Adoption and Review of Performance Management System	Number of Performance Management Systems reviewed and adopted	1	1	0	0	Fourth Quarter Target	On track	Not included in the approved SDBIP 2017/2018.	1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Submission of quarterly performance reports	Number of quarterly reports submitted	4	4	1	1	Target Met	First Quarter Report to be submitted to council within a month after the end of the quarter	Target Met		
	Review of the organisational and individual performance	Number of the Performance Assessment Reports	0	4	0	0	Second Quarter Target	On track		4	4
	Tabling of the Annual Report to Council	Number of Annual Reports tabled to Council	0	1	0	0	Third Quarter Target	The draft Annual Report 2016/2017 has been submitted to Auditor General of South Africa for audit process by the 31 August 2017		1	1
	Consideration of the Annual Report by council	Number of Annual Reports tabled to Council for consideration	1	1	0	0	Third Quarter	The draft Annual Report 2016/2017 has been submitted to Auditor General of South Africa for audit process by the 31 August 2017	KPI should be reflected as number of Annual Report tabled to Council for consideration. KPI is inconsistent.	1	1
	Engagement on the Annual Report by MPAC with the Communities	Number of Municipal Public Accounts Committee consultative meetings held	4	4	0	0	Third Quarter Target	On track	KPI should be reflected as number of Municipal Public Accounts Committee consultative meetings held. KPI is inconsistent.	4	4
	Deliberations by the MPAC on the Annual Report	Number of Municipal Public Accounts Committee meetings held	4	4	0	0	Third Quarter Target	On track	KPI should be reflected as number of Municipal Public Accounts Committee meetings held. KPI is inconsistent.	4	4
	Adoption of the Oversight Report	Number of Oversight Reports adopted by Council	1	1	0	0	Third Quarter target	On track		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Monitoring the implementation of the back to Basic Principles	Number of Progress Reports on the implementation of Back to Basic Principles	0	4	1	0	Target not met	The Crack Team Visit did not materialised due to the commencement of the regulatory audit. The meeting took place on the 20 October 2017 and the report will be tabled to council in the next council meeting	KPI should be reflected as number of progress on the implementation of Back to Basic Principles. KPI is inconsistent.	4	4
	Consolidation of the departmental progress reports on the implementation of Back to Basic Principles	Number of Progress Reports on the implementation of Back to Basic Principles	0	4	1	1	Target met	Departmental meeting was held on the 17 August 2017	KPI should be reflected as number of progress on the implementation of Back to Basic Principles action plan. KPI is inconsistent.	4	4
Good Governance and Public Participation	Monitoring the implementation of the Local Government Management Improvement Model	Number of Progress Reports on the implementation of Local Government Management Improvement Model submitted	0	4	1	0	Target not met	Municipality is not reporting as required on the LGMIIIM Action Plan	KPI should be reflected as Number of the Progress Reports on the implementation of Local Government Management Improvement Model Action Plan. KPI is inconsistent.	4	4
	Governance and Oversight	Number of the approved Audit and Performance Audit Committee Charter and Internal Audit Unit Charter	2	2	2	2	Target Met	On track	KPI should be reflected as Number of the approved Audit and Performance Audit Committee Charter and Internal Audit Unit Charter. KPI is inconsistent.	2	2
		Number of approved Internal Audit Strategic Plans	1	1	1	1	Target Met	On track		1	1
		Number of approved Coverage Plan	1	1	1	1	Target Met	On track		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Governance and Oversight	Number of Internal Audit Procedural Manual reviewed and approved	1	1	1	1	Target Met	On track		1	1
		Number of Quality Assurance Improvement Programmes reviewed	1	1	1	1	Target Met	On track		1	1
	Quality Assurance	Number of quality assurance reports submitted on Action Plans	1	1	1	0	Not Met (Back to Basic Action Plan was not submitted to Internal Audit Unit for audit assurance)	Back to Basic Action Plan was not finalised due to CoGTA declining a revised Action Plan from the municipality. This matter was corrected on the 201 October 2017		1	1
		Number of Quality Assurance Reports of External Audit (Action Plan)	4	3	3	6	Target Extremely Well Met	The indicator not include the planning statement. This inconstancy should be corrected	Actual is 6 and quarterly target is 3 not 6.	3	3
		Number of reports submitted to Audit and Performance Audit Committee	4	4	1	1	Target Met	The indicator not include the planning statement. This inconstancy should be corrected	KPI is reflected in the approved SDBIP 2017/2018 – page 42.	4	4
	Coordination of External Audit Activities	Number of audit steering meeting coordinated	7	7	3	3	Target Met	On track	Typo error on the approved SDBIP, strategic should be steering.	7	7
		Number of coverage letter on quarterly plans drafted	35	35	4	0	Target Not Met The coverage letter on quarterly plans were done on the 04 th October due to system description was supposed to be done first.	Strict adherence to timelines need to be kept		35	35

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Coordination of External Audit Activities	Number of progress report in implementation of coverage plan	5	4	1	1	Target Met	On track		4	4
		Percentage on ad hoc audit conducted	100%	100%	100%	60%	Target Almost Met	On track		1005	100%
		Number of Procurement Plan developed	1	1	1	1	Target Met	On track		1	1
		Percentage of attendance register; leave and overtime processed	100%	100%	100%	100%	Target met	On track	KPI should be reflected as percentage of attendance register; leave and overtime for processed. KPI is inconsistent.	100%	100%
		Number of quarterly audit reports compiled and submitted	37	37	3	3	Target Met	On track		37	37
		Number of follow-up reports	4	4	1	1	Target Met	On track		4	4
Good Governance and Public Participation	Coordination of External Audit Activities	Number of exit reports based on interviews conducted	4	4	1	1	Target Met	On track	KPI should be reflected as Number of exit reports based on interviews conducted. KPI is inconsistent.	1	1
	Governance and Oversight	Number of internal assessment reports	4	4	1	1	Target Met	On track		1	1
	Number of resolution registers compiled	Number of resolution registers compiled	4	4	1	1	Target Met	On track		1	1
	Risk Management	Number of registers updated	4	4	1	1	Target Met	On track		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual				Target	Target	
	Governance and Oversight	Number of Internal Audit Findings Control Registers compiled	4	4	1	1	Target Met	On track		4	4	
	Risk Management	Percentage of risk reduction	100%	100%	100%	100%	Target Met	On track		100%	100%	
		Number of reports to the Risk Management Committee	4	4	1	1	Target Met	On track	KPI should be reflected as Number of reports to the Risk Management Committee. KPI is inconsistent.	4	4	
Good Governance and Public Participation		Number of Assessment Report	4	4	1	1	Target Met	On track		4	4	
		Number of Risk Management Documents approved	5	5	0	0	Target Not Met			5	5	
		Review and approval of communication strategic documents	1	2	0	0		No variance reason provided	KPI should be reflected as Number of reviewed communication strategic documents. KPI is inconsistent.	2	2	
		Online Communication Survey	0	1	0	0		No variance reason provided	KPI should be reflected as Number of Communication Survey submitted. KPI is inconsistent	1	1	
		Enhance Media Engagement	Number of scheduled interviews	1	12	3	3	Target Met	On track		12	12
		Enhance Media Engagement	Percentage of Media Enquiries received	1	100%	100%	100%	Target Met	On track		1005	100%
			Number of Media Statement issued	12	12	3	3		No information provided	The report submitted did not reflected the baseline, annual target, quarterly target and actual.		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Enhance Media Engagement	Percentage of Announcement /Notices issued	1	100%	100%	100%	Target Met	On track		100%	100%
	Promotion of themed awareness campaigns	Number of themed awareness conducted	0	4	1	1	Target Met	On track	KPI should be reflected as Number of themed awareness conducted. KPI is inconsistent	4	4
	Update of Municipal Website	Percentage of information uploaded on the website	1	100%	100%	100%	Target met	On track	KPI should be reflected as Percentage of information uploaded on the website. KPI is inconsistent	100%	100%
	Update of Municipal Facebook Page	Percentage of information uploaded on Facebook page	1	100%	100%	100%	Target Met	On track		100%	100%
	Integrated, secure local area network/wide area network, computers as well as maintained policies and effective communication	Percentage effective information communication technologies, communication and customer care relations management systems	100%	100%	100%	100%	Target Met	On track		100%	100%
			Number of information technology governance reports	4	4	1	1	Target Met	On track		4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Integrated, secure local area network/wide area network, computers as well as maintained policies and effective communication	Number of information communication technology steering committee meeting held	4	4	1	1	Target Met	On track		4	4
	Robust information communication technology governance	Number of security reports produced	4	4	1	1	Target Met	On track		4	4
		Number of email and internet maintenance reports produced	4	4	1	1	Target Met	On track	KPI should be reflected as Number of reports produced. KPI is inconsistent	4	4
		Number of information communication technology security policy reviewed	1	1	0	0	Third Quarter target			1	1
	Information Communication Technologies Services	Number of software licenses renewed and procured	5	5	2	2	Target Met	On track		5	5
		Number of CIBECS licenses renewed	200	200	0	0	Fourth Quarter Target			200	200
		Number of MICROSOFT volume license agreement renew	1	1	1	1	Target Met	On track		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Information Communication Technologies Services	Number of anti-malware and anti-spyware licenses renewed	200	250	0	0	Fourth Quarter target			250	250
		Number of IMPERO licenses renewed	200	200	0	0	Fourth Quarter target			200	200
		Number of ePMS licenses renewed	1	1	1	1	Target Met	On track		1	1
	Information Communication Technology Business Continuity	Number of disaster recovery tests conducted	4	4	1	1	Target met	On track		4	4
		Number of disaster recovery test conducted.	4	4	1	1	Target Met	On track	KPI should be reflected as Number of disaster recovery test conducted. KPI is inconsistent	4	4
		Number of disaster recovery test conducted.	4	4	1	1	Target Met	On track	KPI should be reflected as Number of disaster recovery test conducted. KPI is inconsistent	4	4
		Number of disaster recovery test conducted.	4	4	1	1	Target Met	On track	KPI should be reflected as Number of disaster recovery test conducted. KPI is inconsistent	4	4
	Risk Management	Number of risk registers updated	4	4	1	1	Target Met	On track	KPI not included in the approved SDBIP	4	4
	Quality Assurance	Percentage of external audit queries responded within time frame	100%	100%	100%	100%	Target Met	On track		100%	100%
		Percentage of internal audit queries responded within time frame	100%	100%	100%	100%	Target Met	On track		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Quality Assurance	Percentage reduction of external and internal audit findings responded to and addressed	75%	90%	90%	90%	Target Met	On track		90%	90%
		Number of monthly update of progress on audit action plan	2	2	1	1	Target met	On track		2	2
	To promote public participation	Number of Ward Plans development and approved	0	17	17	0	Target Not Met Speaker will meet with ward committees with councilors to discuss it and it will be read by second quarter	Speaker's Office to engage with CoGTA for training of ward committees in terms of the Back to Basic Action Plan	KPI not included in the approved SDBIP and it is not smart	17	17
	To coordinate council sitting	Number of Public Participation Strategy developed and approved	1	1	1	1	Target Met		KPI should be reflected as Number of Public Participation Strategy developed and approved. KPI is inconsistent		
Good Governance and Public Participation	To assist ward councilors on the ward and ward committee meetings	Number of visits to farms by the Speaker	0	4	1	0	Due to lack of finances they did not arranged meetings with farms residence, the office need to arrange transport for people leaving in farms. Speaker will visit farms during second quarter	Municipality to ensure that it raises enough funds to meet all its obligations	KPI not included in the approved SDBIP and it is not smart	4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	To ensure that ward committee and ward councilors reports are submitted	Number of ward committee meetings	0	4	1	1	Target Met	On track	KPI not included in the approved SDBIP.	4	4
		Training of ward committees	0	4	1	1	Target Met	On track	KPI not included in the approved SDBIP and it is not smart	4	4
		Reports of Speaker to council on ward committees performance	0	4	1	1	Target Met	On track	KPI not included in the approved SDBIP and it is not smart	4	4

5.1.1 Summary of Results: KPA 5 – Good Governance and Public Participation

	KPI Not Yet Measure	16
	KPI Not Met	10
	KPI Almost Met	1
	KPI Met	51
	KPI Well Met	0
	KPI Extremely Met	1
Total		79

5.2 Department of Corporate Services

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good governance and public participation	Co-ordinate Sound Records Management Practices	Percentage of Planned Records Management Programmes Implemented	100%	100%	100%	100%	Achieved – All correspondence as received get distributed accordingly.	On track		100%	100%
	Conduct Awareness Campaigns	Number of Awareness Workshop held	0	1	1	0	Not Achieved due to Programme of Manager Administration and no Supervisor appointed to who this task could be delegated – Will be attended to in 3 rd quarter.	Consideration should be made on the appointment of a Supervisor		1	1
	Disposal of Records	Number of Reports of Records Disposed	1	1	0	0	2 nd Quarter Target	On track		1	1
	Transfer of Records	Number of Reports of Records Transfer	1	1	0	0	4 th Quarter Target	On track		1	1
	Analysis of the Resolutions taken measured against the resolutions implemented	Percentage of Resolutions Implemented	93.24%	100%	100%	100%	Achieved	On track		1005	100%
	Compilation and Circulation of Annual Meetings Year plan for Council, Mayco and section 80 Committee Meetings	Number of Year plans compiled and circulated	1	1	0	0	3 rd Quarter Target	On track		1	1
	Co-ordination of Council Meetings	Number of Council Meetings co-ordinated	4	4	1	2	Over Achieved	Need to ensure that we keep to the target and reasons for over achievement should be stated		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good governance and public participation	Co-ordination of Mayco Meetings	Number of Mayco Meetings co-ordinated	12	12	3	5	Over Achieved – More meetings held due to Mini Mayco Meetings co-ordinated	To be revised during the Adjustment SDBIP process in February 2018		12	12
	Compile Annual Analysis Report on Attendance of Meetings by Councillors	Number of Annual Analysis Reports on Attendance of Meetings by Councillors	1	1	0	0	Fourth Quarter target	On track		1	1
	Compile Quarterly Reports to the Speaker on Absenteeism of Councillors from Meetings	Number of Quarterly Reports on Absenteeism compiled and submitted to the Speaker	4	4	1	1	Achieved – Reviewed Absenteeism Procedure in line with New Standard Rules and Orders Compiled and Submitted to Speaker. Reporting of Absenteeism and Process will be implemented in 2 nd Quarter,	On track		4	4
	Procurement of Equipment for Council and Mayco Meetings	Number of Digital Recorder and Microphones Procured	1	1	0	0	Third Quarter target	On track		1	1
	Procurement of Equipment for Council and Mayco Meetings	Number of Laptops Procured and Replaced for members of MAYCO and Council	33	10	10	0	Not Achieved – Due to financial constraints the procurement of laptops was deferred to 2 nd Quarter for review			10	10
	Procurement of Equipment for Council and Mayco Meetings	Number of Air cons installed in the Mayco Chamber in Ficksburg	0	1	0	0	Second Quarter target			1	1
	Updating of the Analysis Reports Quarterly on Resolutions of Mayco and Council	Number of Updates to the Analysis Report	0	4	1	1	Target Met	On track		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good governance and public participation	Management of Telephone and Reprographic Services and Systems	Percentage of Complaints attended to in respect of Telephone and Reprographic Services and Systems	100%	1005	100%	100%	Target Met	On track		100%	100%
	Identify Service Requirements	Number of New Telephones Services obtained and installed	2	2	1	2	Target Well Met Installation of new point at office and movement of switchboard			0	0
	Submission of Deductions of Salaries for Personal Use of Telephones	Number of Deductions Lists submitted to salary	12	12	3	3	Target Met	On track		12	12
	Review and Submission of Reconciliation of invoices for Reprographic Equipment in line with Contract	Number of Reconciliation reviewed and submitted	12	12	3	3	Target Met	On track		12	12
	Management of Office Cleaning Services	Percentage of Cleaning Programmes Implemented	100%	100%	100%	100%	Target Met	On track		1005	100%
	Conducting of Cleaning Services Satisfaction Survey	Number of Cleaning Services Satisfaction surveys Conducted	1	1	0	0	Third Quarter target	On track		1	1
	Analyse the Survey Forms returned and compile Report	Number of Analysis Reports on Satisfaction Survey compiled	1	1	1	0	Fourth Quarter target	On track		1	1
	Facilitate Process of Bylaw and Policy Development and Review	Number of Bylaws / Policies Developed and Reviewed	19	2	0	0	Fourth Quarter target	On track		2	2
	Submission of Final Bylaws to Council for adoption	Number of Bylaw submitted to Council for final adoption	19	2	0	0	Fourth Quarter target	On track		2	2
	Review and Adoption of PAIA Manual	Number of Reviewed PAIA Manual compiled and approved	1	1	0	0	Third Quarter target	On track		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Co-ordination of recruitment process	Percentage of coordinated positions to fill	100%	100%	0%	0%	No information provided		Information relating to Baseline, annual target, and quarterly target and actual were not populated.		
Organisational Development and Transformation	Finalization of Labour requisition	Percentage of labour requisitions finalized	100%	100%	100%	100%	Target Met	On track		100%	100%
	Advertisement as per approval organizational structure	Percentage of positions filled	100%	100%	100%	100%	Target Met	On track		100%	100%
	Co-ordination and facilitation of interview process	Percentage of interviews co-ordinated and finalized	100%	100%	100%	0%	Target Not Met	Municipality should fast-track the finalisation of recruitment processes particularly those of senior managers after the close of the advertisement		100%	100%
	CO-ordination of inductions of new employees	Percentage of inductions conducted	100%	100%	100%	0%	Target Not Met			100%	100%
	Effective HRM administration	Percentage of the effectiveness on administration of HRM					No information provided				
	Review of HRM related policies	Percentage of policies reviewed	100%	100%	100%	0%	Target Not Met		Targets and actual are in percentage instead of number		
	Review and adoption of the organizational structure	Percentage towards completeness of gathering inputs for review and adoption by council	100%	100%	100%	0%	Target Not Met Still waiting for the analysis report from CoGTA on the submitted inputs				
	Administration of employee benefits	Percentage of employee benefits administered					Information not provided		Information relating to Baseline, annual target, and quarterly target and actual were not populated.		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Administration of terminations	Percentage of terminations administered	100%	100%	100%	100%	Target Met		KPI not reflected in SDBIP	100%	100%
	Updating of employees benefits	Percentage of employee benefits updated	100%	100%	100%	100%	Target Met		KPI should be reflected as Percentage of employee benefits updated. KPI is inconsistent	100%	100%
	Awareness on employee benefits	Number of employees benefits campaigns conducted	100%	100%	100%	100%	Target Met		KPI not reflected in SDBIP	100%	100%
	Promotion of health and safety at workplace	Percentage towards awareness made on health and safety at workplace					Information not provided		Information relating to Baseline, annual target, and quarterly target and actual were not populated.		
	Conducting of assessments on municipal properties	Number of assessments conducted	11	16	4	1	Target Almost Met There is still standing vacancy of OHSO		KPI not reflected in SDBIP	16	16
	Conducting of workshops on safety issues	Number of workshops held	3	4	1	0	Target not Met There is still standing vacancy of OHSO		KPI not reflected in SDBIP	4	4
	Maintenance of injury on duty cases	Percentage of cases managed and submitted to DOL	100%	100%	100%	100%	Target Met		KPI not reflected in SDBIP	100%	100%
	Implementation of wellness programmes	Percentage towards the effectiveness programmes conducted					Information not provided		Information relating to Baseline, annual target, and quarterly target and actual were not populated.		
	Awareness on wellness programmes	Report on programmes conducted	100%	100%	100%	100%	Target Met		KPI not reflected in SDBIP and the KPI is not measurable (smart)	1005	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Referrals made for employees		100%	100%	100%	100%	Target met	On track			
	Risk management	Number of Corporate Services Risk Registers developed					Information not provided				
	Risk management	Number of monthly progress report on risk management	4	4	1	1	Target Met	On track			
	Addressing audit queries	Percentage responses to internal audit queries submitted					Information not provided				
	Internal and external audit queries	Percentage responses to external audit queries responded to	100%	100%	100%	100%	Target Met	On track	Target not measurable		
	Updating of progress of audit action plan	Audit Action Plan	2	4	1	0	Target Not Met		Target not measurable		
	Facilitation of Skills Development	Percentage of Municipality's budget actually spent on implementing its workplace skills plan	100%	85%	25%	26%	Target Well Met				
	Compilation of the WSP Implementation Plan	Number of WSP Implementation Plans compiled	1	1	0	0	Fourth Quarter target		KPI not included in SDBIP		
	Conduct Skills Audits	Number of the Skills Audit Programmes conducted	1	1	0	0	Third Quarter target		KPI not included in SDBIP		
	Compilation of the Annual Training Report (ATR)	Number of ATR's compiled	1	1	0	0	Fourth Quarter target		KPI not included in SDBIP		
Compilation of the Workplace Skills Plan (WSP)	Number of approved Workplace Skill Plan	1	1	0	0	Fourth Quarter target		KPI should be reflected as Number of approved workplace skill plan. KPI is inconsistent			

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Submission of Monthly Training Intervention Reports	Percentage of which employee are trained	12	12	3	3	Target Met	On track	KPI should be reflected as percentage of to which employee are trained. KPI is inconsistent		
	Achievement of EE Targets	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	16	29	7	0	Target Not Met Slow process of recruitment				
	Awareness Campaign on Employment Equity Policy	Percentage of employment equity target achieved	85%	100%	0	0	Second Quarter target		KPI should be reflected as percentage of employment equity target achieved. KPI is inconsistent		
	Compilation of the EEA2 & EEA4 Reports to Department of Labour	Number of Employment Equity Reports acknowledged by Department of Labour	1	1	0	0	Third Quarter target		KPI not included in SDBIP		
	Compilation and submission of Employment Equity Reports to Management	Number of the Reports submitted to Management	8	12	3	2	KPI Not Met		KPI not included in SDBIP		
	Harmonization of Labour Relations	Percentage of Reduction in Disciplinary Hearings	54%	5%	5%	5%	Target achieved	On track	KPI not included in SDBIP		
	Awareness Campaign on the SALGBC Collective Agreements	Number of the Awareness Campaigns staged	1	1	0	0	Second quarter target		KPI not included in SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Management of internal and external labour matters	Percentage of the Labour Matters that were managed and finalised	100%	100%	100%	100%	Target achieved	On track	KPI not included in SDBIP	100%	100%
	Compilation & submissions of Monthly Report on Labour Matters to the Management	Number of the Monthly Labour Reports submitted to Management	12	12	3	3	Target achieved	On track	KPI not included in SDBIP	12	12
	Risk Management	Percentage of Risk within a tolerable level	78%	80%	80%	80%	Target achieved	On track		90%	90%
	Risk Management	Number of Monthly Risk Reports updated	4	4	1	1	Target achieved	On track		4	4
	Addressing Audit Queries	Percentage of Internal and External Audit Queries responded to within the required timeframe.	100%	100%	100%	100%	Target achieved	On track		1005	100%
	Updating of progress of audit action plan	Number of monthly update of progress on audit action plan	2	2	1	1	Target achieved	On track		2	2
	Payroll Administration	Number of Payroll processed on or before the 25th of every month	12	12	3	3	Target Met	On track		12	12
	Ensure a accurate and timely payroll administration	Start a new payroll period	12	3	3	3	Target Met	On track	KPI not measurable	12	12
	Ensure all processes been performed to compile a accurate administration.	Ensure all documents are received on time to do the capturing of data.	12	12	3	3	Target Met	On track	KPI not measurable	12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Ensure that the reconciliation and balancing of all data captured are accurate and done.	Number of reports on the compilation of documents that proof that balancing of all data are done and filed.	12	12	3	3	Target met	On track	KPI not measurable	12	12
	Export of all month end documents and ensure to file them and send those third party proof's to them.	Number of record kept of exported documents and ensure filling of them for further reference and enquiries.	12	12	3	3	Target Met	On track	KPI not measurable	12	12
	Export payroll's on time and ensure that payments vouchers are compiled and the money released as per agreement.	Number of data files transferred to the financial system in Finance.	12	12	3	3	Target Met	On track	KPI not measurable	12	12
	Generate the month end journal and ensure all data is included.	Number of months that third parties are processed on or before the 3rd of every month.	12	12	3	3	Target Met	On track		12	12
	Third Party Management	Number of deduction lists and ensure it balances with our VIP system.	12	12	3	3	Target Met	On track	KPI not measurable	12	12
	Ensure all deduction list are received and accurate on time for the payroll administration	Number of documents received on time to do the capturing of data.	12	12	3	3	Target Met	On track	KPI not measurable	12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Ensure to inform the service provider of any discrepancies.	Number of reports on the compilation of documents that proof that balancing of all data are done and filed.	12	12	3	3	Target Met	On track	KPI not measurable	12	12
	Ensure that the reconciliation and balancing of all data captured are accurate and done.	Percentage of Leave processed.	100%	100%	100%	100%	Target Met	On track	KPI not included in SDBIP	1005	100%
	Management of Employee Leave	Number of reports that all leave application are checked and signing off the vouchers and take the vouchers for capturing.	12	12	3	3	Target Met	On track	KPI not measurable	12	12
	Provision of Legal Services	Number of audit analysis conducted to measure the effectiveness of legal services on contingent liabilities	1	1	0	0	Fourth Quarter target			1	1
	Compiled a contingent liability register within SLM	Number of Contingent Liability Policy reviewed	1	1	0	0	Fourth Quarter target			1	1
	Monitor and review liability register within SLM	Number of contingent asset and liability registers compiled and reviewed	4	4	1	1	Target Met	On track		4	4
	Provide Legal advice and opinions timeously	Percentage of legal advice and opinions provided timeously within SLM	100%	100%	100%	0	Target Not Met			100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Negotiate settlements when settlement is warranted within SLM	Percentage of negotiated settlement warranted within SLM	25%	100%	100%	100%	Target Met	On track		100%	100%
	Approach court for evictions orders on behalf of SLM	Percentage of eviction applications made for SLM	100%	100%	100%	100%	Target Met	On track		100%	100%
	To improve and strengthen the management of contracts	Number of Audit analysis conducted to measure the effectiveness of contract management	0	1	0	0	Fourth Quarter target			1	1
	Compile and update a monthly contract register within SLM	Number of monthly contracts registers compiled and updated	12	12	3	3	Target Met	On track		3	3
	Compile payments monitoring tool for payment iro contracts within SLM	Number of monitoring tools compiled for payment iro contracts within SLM	0	1	1	0	Target Not Met			1	1
	To facilitate the development and review of corporate policy	Number of corporate services policies developed and reviewed	27	8	2	0	Target Not Met		KPI included in SDBIP	8	8
	Co-ordinate engagement sessions for policy review	Number of engagement sessions coordinated	27	4	1	0	Target Not met			4	4
	Update the policy matrix	Number of Updates to Policy Matrix	1	2	1	1	Target Met	On track		2	2
	Risk Management	Percentage of Risk within a tolerable level	100%	100%	100%	100%	Target Met	On track		100%	100%
	Risk Management	Number of Monthly Risk Reports updated	4	4	1	1	Target met	On track		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Organisational Development and Transformation	Addressing of Audit Queries	Percentage of Internal and External Audit Queries responded to within the required timeframe.	100%	100%	100%	100%	Target Met	On track		100%	100%
	Updating of Progress of Audit Action Plan	Number of monthly update of progress on audit action plan	12	12	3	3	Target met	On track		12	12

5.2.1 Summary of Results: KPA 3-Organisational Development and Transformation

Colour	Achievement	Number
	KPI Not Yet Measure	17
	KPI Not Met	17
	KPI Almost Met	0
	KPI Met	39
	KPI Well Met	1
	KPI Extremely Met	0
Total		74

5.2.2 Summary of Results: KPA 5-Good Governance and Public Participation

Colour	Achievement	Number
	KPI Not Yet Measured	11
	KPI Not Met	2
	KPI Almost Met	0
	KPI Met	8
	KPI Well Met	3
	KPI Extremely Met	1
Total		25

5.3 Treasury Services Department

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Accurate and Complete Asset Registers	Percentage of Compliant Asset Registers as per GRAP requirement	75%	100%	100%	100%	Target Met			100%	100%
	Update fixed register monthly	Number of updates completed	12	12	3	3	Target Met		KPI is not included in the SDBIP	12	12
	Conduct physical assets verification on the quarterly basis	Number of verification conducted	1	4	1	1	Target Met		KPI is not included in the SDBIP	4	4
	Perform reconciliation between fixed assets and GL	Number of reconciliations completed	12	12	3	3	Target Met		KPI is not included in the SDBIP	12	12
Good Governance and Public Participation	Mitigate identified assets risks	Percentage of mitigated risks	90%	100%	100%	100%	Target Meet			100%	100%
	Address issues raised on internal control by internal or external Auditors	Percentage of audit issues addressed	90%	100%	100%	100%	Target Met			100%	100%
Financial Viability and Management	Review capital infrastructure investment policy	Number of Review capital infrastructure investment policy reviewed and approved	1	1	0	0	Target Not Yet Measured	Fourth Quarter Target	KPI should be reflected as number of Review capital infrastructure investment policy reviewed and approved. KPI is inconsistent	1	1
	Review asset management policy	Number of asset management policy reviewed and approved	1	1	0	0	Target Not Yet Measured	Fourth Quarter Target	KPI should be reflected as number of asset management policy reviewed and approved. KPI is inconsistent	1	1
	Review Asset Disposal policy	Number of the policy review	0	1	0	0	Target Not Yet Measured	Fourth Quarter Target	KPI is not include in SDBIP.	1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Compile assets maintenance report on quarterly basis	Number of reports on the percentage of actual spent on asset over approved budget	0	4	1	1	Target Met		KPI should be reflected as number of reports on the percentage of actual spent on asset over approved budget. KPI is inconsistent	4	4
	Preparation, compilation and submission of draft budget to council and relevant stakeholders	Number of mSCOA compliant draft budget submitted	1	1	0	0	Third Quarter target			1	1
	Preparation, compilation and submission of final annual budget to council and relevant stakeholders	Number of mSCOA compliant final budget submitted	1	1	0	0	Fourth Quarter target			1	1
	Preparation, compilation and submission of adjustment budget to council and relevant stakeholders	Number of mSCOA compliant adjustment budget submitted	1	1	0	0	Third Quarter target		KPI is not include in SDBIP.	1	1
	Preparation, compilation and submission of monthly budget report to all directors and mangers	Percentage reporting in relation to spending within the approved budget	100%	100%	100%	100%	Target met			100%	100%
	Submission of monthly reports	Number of section 71 reports submitted	12	12	3	3	Target Met			12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Preparation, compilation and submission of Mid-year Budget and Performance Assessment reports to council and other relevant stakeholders	Number of Mid-year Budget and Performance Assessment reports submitted	1	1	0	0	Second Quarter target			1	1
	Submission of quarterly reports to relevant stakeholders	Number of section 52 (d) submitted	4	4	1	1	Target Met			1	1
	Preparation, compilation and submission of Annual Financial Statements to relevant stakeholders	Number of GRAP compliant Annual Financial Statements compiled and submitted	2	1	1	1	Target met			2	2
	Review and submission of budget related policies to council for approval	Number of Budget related policies reviewed and approved	3	3	0	0	Fourth Quarter target			3	3
	Calculation and submission of ratio	Percentage debt coverage ratio	80%	80%			No information provided		Information on target and actual not reflected		
	Calculation and submission of ratio	Percentage outstanding service debtors ratio	103%	103%			No information provided		Information on target and actual not reflected		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Calculation and submission of ratio	Percentage cost coverage ratio	1%	1%			No information provided		Information on target and actual not reflected		
		Percentage of audit opinion received on clean audit	100%	100%	100%	100%	Target met				
	Implementation of risk register	Percentage risk reduction	100%	100%	100%	100%	Target met				
	Responding to audit queries within stipulated timeframe	Percentage responded to audit queries and addressed within timeframe	100%	100%	100%	100%	Target met				
	Review & Record changes of the SCM policy	Number of SCM policies revised and approved	100%	100%	0	0	Fourth quarter		KPI should be reflected as number of SCM policies revised and approve. KPI is inconsistent		
	Conduct internal & external Workshop on SCM policy	Number of workshop held within internal & external stakeholders on Supply Chain Management Policy and processes	2	1	0	0	Second Quarter		KPI should be reflected as Number of workshop held within internal & external stakeholders on Supply Chain Management Policy and processes. KPI is inconsistent		
	Draft and obtain input on procedure manual of the SCM policy	Number of SCM procedure manual approved	2	2	1	1	Target met		KPI is not included in the SDBIP		
	Workshop of the departments on procedure manual	Number of workshops held		2	0	0	No information provided		KPI is not included in the SDBIP		
	Phase 1- Implementation of the stores Rectification plan	Number of Store rectification plan implemented.		1(review)	0	0	Target not met		KPI is not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Quarterly Stock take of inventory	Number of stock takes conducted		4	1	1	Target met				
	Updating of progress of audit action plan	Monthly update of progress on audit action plan	90%	100%	0	0	Not met				
	Responding to quarterly internal audit matters	% of queries cleared within time frames	100%	100%	100%	100%	Target met				
	Workshop with departments on SCM implementations shortfalls	Number of workshops with departments on SCM Implementation shortfall	5	5	0	0	Target not met		KPI is not included in the SDBIP		
	Workshop with External Stakeholders on relevant SCM participation expectations/ shortfalls	Number of Workshops with External Stakeholders on relevant SCM participation expectations/ shortfalls		4	0	0	Not met		KPI is not included in the SDBIP		
	Establishment & activation of database on Munsoft accounting system	Establishment & activation of database on Munsoft accounting system		1	0	0	Second quarter		KPI is not included in the SDBIP		
	Maintenance of suppliers database	Number of credible supplier database	1	100	1	1	Target met				
	Managing the bid Specification Committee meeting	Number of bids Specification meetings held	90	100%	100%	100%	Target met		KPI is not included in the SDBIP. The target is in percentage however KPI is in number.		
	Managing the bid Evaluation Committee	Percentage of bid Evaluation meetings held	90%	100%	100%	100%	Target met		KPI is not included in the SDBIP. The target is in percentage however KPI is in number		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Managing the bid Adjudication Committee	Number of bid Evaluation meetings held	90%	100%	100%	100%	Target met		KPI is not included in the SDBIP. The target is in percentage however KPI is in number		
	Submission of SCM report on deviation	Submission of SCM report on deviation	90%	100%	100%	100%	Target met		KPI is not included in the SDBIP. KPI is not measurable.		
	Submission of quarterly report on contract management	Submission of quarterly report on contract management		4	1	1	Target met		KPI is not included in the SDBIP. KPI is not measurable.		
	Preparation & monitoring of procurement plan	Preparation & monitoring of procurement plan	4	4	1	1	Target met		KPI is not included in the SDBIP. KPI is not measurable.		
	Update of sectional risk register	Quarterly update of risk register against progress of risk actions	4	4	1	1	Target met		KPI is not included in the SDBIP. KPI is not measurable.		
	Facilitate Insurance claim	Number of Insurance claims reports	12	12	12	12	Target met		KPI should be reflected as Number of Insurance claims reports. KPI is inconsistent		
	Identify insurable risk for Municipal Assets	Number of renewed annual insurance cover	1	1	1	1	Target met		KPI should be reflected as Number of renewed annual insurance cover. KPI is inconsistent		
	Filing of payment vouchers	Percentage of payment voucher filed	95%	95%	95%	95%	Target met		KPI should be reflected as Percentage of payment voucher filed. KPI is inconsistent		
	Pay all invoices received within 30 days	Percentage of invoices paid	82%	82%	81%	80%	Not met				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Financial Viability and Management	Reconcile regular suppliers statements and creditors register	Percentage of creditors' accounts reconciled	88%	90%	90%	88%	Target met		KPI should be reflected as Percentage of creditors' accounts reconciled. KPI is inconsistent		
	Identify and record cases of Irregular, Fruitless and Wasteful Expenditure	Number of incidents of Irregular, Fruitless and Wasteful Expenditure reviewed and refined	12	12	3	3	Target met		KPI should be reflected as number of incidents of Irregular, Fruitless and Wasteful Expenditure reviewed and refined. KPI is inconsistent		
	Review and clearing of unreleased payments on the bank	Number of reports printed from online banking to be cleared	47	48	12	12	Target met		KPI is not included in the SDBIP		
	Prepare and review Cash Flow Forecast	Number of Cash Flow Reports	12	12	3	3	Target met		KPI is not included in the SDBIP		
	Address issues and Questions raised by the oversight structures (PROPAC, MPAC)	Percentage of issues addressed	100%	100%	100%	100%	Target met				
	Address issues raised on internal control by both internal and external auditors	Percentage of audit issues addressed	100%	100%	100%	100%	Target met				
	Mitigate Identified Expenditure Management Risk	Quarterly submission of Reports	4	4	1	1	Target met		KPI is not included in the SDBIP and KPI is not measurable		
	Effective Revenue Management	% payment rate on monthly billing		80%	75%	42%	target met		KPI is not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Effective Risk management	Quarterly submission of Risk report & mitigate		4	1	1	Target met				
Financial viability	Effective Revenue Management	Number of monthly billing conducted		12	3	3	Target met				
	Effective Revenue Management	Number of balanced reports generated	12	12	3	3	Target met		KPI is not included in the SDBIP		
	Effective Revenue Management	Number authorized billing runs	12	12	3	3	Target met				
	Effective Revenue Management	Number of reviewed Revenue Enhancement Strategy approved and refined	1	1	0	0	Third quarter		KPI should be reflected as Number of reviewed Revenue Enhancement Strategy approved and refined. KPI is inconsistent		
	Effective Revenue Management	Number of reports sent to Electricity & Water Divisions on faulty water meters and refined		12	3	3	Target met		KPI should be reflected as Number of reports sent to Electricity & Water Divisions on faulty water meters and refined. KPI is inconsistent		
	Poverty alleviation	Number of Indigent registration earning less than 3200 per month with access to free basis services	6833	7000	2000	2363	Well met		KPI should be reflected as Number of Indigent registration earning less than 3200 per month with access to free basis services. KPI is inconsistent		
Good Governance and Public Participation	Effective Customer Relations	Number of meetings	4	4	1	0	Not met		KPI is not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Effective Customer Relations	Percentage of customer queries resolved within three working days	60%	75%	60%	60%	Target met		KPI should be reflected as percentage of customer queries resolved within three working days. KPI is inconsistent		
Financial viability	Effective Cash Management	% of daily cash banked	100%	100%	100%	100%	Target met				
	Effective Revenue Management	% Implementation of valuation roll	100%	100%	100%	100%	Target met				
	Effective Revenue Management	% monthly update of deeds registration	100%	100%	100%	100%	Target met				
	Effective Revenue Management	Percentage Defaulting consumers disconnected	70%	80%	89%	80%	Target met		KPI is not included in the SDBIP. Actual is 80% therefore target not met as reflected.		
Good Governance and Public Participation	Effective Revenue Management	Number of Revenue policies reviewed and approved	5	5	0	0	Not planned		KPI should be reflected as Number of Revenue policies reviewed and approved. KPI is inconsistent		
	Effective Revenue Management	% of Audit Queries answered within 7 days	100%	100%	100%	100%	Target met				
	Effective Revenue Management	Number of queries monitored on action plan	4	4	0	0	Not planned				

5.3.1 Summary of Results: KPA 4- Financial Viability and Management

Colour	Achievement	Number
	KPI Not Yet Measured	17
	KPI Not Met	7
	KPI Almost Met	0
	KPI Met	43
	KPI Well Met	1
	KPI Extremely Met	0
Total		68

5.3.2 Summary of Results: KPA 5 Good Governance and Public Participation

Colour	Achievement	Number
	KPI Not Yet Measured	2
	KPI Not Met	1
	KPI Almost Met	0
	KPI Met	5
	KPI Well Met	0
	KPI Extremely Met	0
Total		8

5.4 Engineering Services

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Electrification of even	Number of Erven Electrified at Clocolan skeleton park	0	265	0	0	The appointment of the consultant will be done in the next quarter.	Assumption is that this is a second quarter target	KPI should be reflected as Number of Erven Electrified at Clocolan skeleton park. KPI is inconsistent		
		Number of streetlights & High mast lights Repaired/ Replaced	410	500	125	278	Target Extremely Met	On track	KPI should be reflected as Number of streetlights & High mast lights Repaired/ Replaced. KPI is inconsistent		
		Number of new public lights Installed	3263	100	25	9	Target Not Met SM procedures will be started in the next month	Municipality to ensure that it raises enough funds to meet all its obligations	KPI should be reflected as Number of new public lights Installed. KPI is inconsistent		
		Number of substations maintained	4	4	1	0	Target Not Met SCM procedures will be started in the next month				
		Number of sub & mini substations cleaned	95	100	25	47	Target Extremely Met	On track			

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Electrification of even	Kilometre of HV & LV network repaired/replaced	5	7	1	0.125	Target Not Met SCM procedures must be fast track to obtain the lack of material	Municipality to ensure that it raises enough funds to meet all its obligations	KPI should be reflected as Kilometre of HV & LV network repaired/replaced. KPI is inconsistent		
Good Governance and Public Participation		Number of Standing Committee Reports generated	12	12	3	3	Target Met	On track		12	12
Service Delivery and Infrastructure	Electrification of even	No. of Energy forum meeting attended	4	4	1	1	Target met	On track	KPI is not included in the SDBIP	4	4
		Number of quarterly updates on progress on Audit Action Plan	8	8	2	0	Target Not Met	Division to report properly on the indicator		8	8
		Percentage of final readings captured.	100%	100%	100%	100%	Target met	On track	KPI is in percentage however the targets and actual are in number.	1005	100%
		Percentage of electricity disconnections & connections	100%	100%	100%	100%	Target Met	Indicator to be revised to be specific and SMART-to be changed to percentage in February 2018		100%	100%
Good Governance and Public Participation		Number of risk register updated	4	4	1	1	Target Met	On track		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation		Percentage of external audit queries responded to and addressed within time frame	100%	100%	100%	100%	Target Met	On track	Duplication	100%	100%
		Percentage of internal audit queries responded to and addressed within time frame	100%	100%	100%	100%	Target Met	On track		100%	100%
		Percentage reduction of external and internal audit findings responded to and addressed	100%	100%	100%	100%	Target Met	On Track		100%	100%
		Number of Unit Meetings reports generated	8	16	4	2	Target originally Not Measured	To be included in the revised SDBIP in February 2018	KPI is not included in the SDBIP	8	8
Service Delivery and Infrastructure	Senekal/Matwabeng: Construction of the New Multipurpose Indoor Sport Centre in Matwabeng	Percentage of progress made on the Construction of the New Multipurpose Indoor Sport Centre in Matwabeng Senekal/Matwabeng	70	30	10%	13%	Target Well Met	On track	KPI should be reflected as Percentage of progress made on the Construction of the New Multipurpose Indoor Sport Centre in Matwabeng Senekal/Matwabeng. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Marquard/ Moemaneng: Reticulation of 1110 site with water	Percentage of progress made on the development of the water network on 1110 site with water Marquard/ Moemaneng	20%	80%	20%	45%	Target Extremely Met	On track	KPI should be reflected as Percentage of progress made on the development of the water network on 1110 site with water Marquard/ Moemaneng. KPI is inconsistent		
	Marquard/ Moemaneng: Construction of 3km paved road and stormwater drainage	Percentage of progress made on the 3km paved road and stormwater drainage in Marquard/ Moemaneng	50%	50%	10%	42%	Target Extremely Met	On track	KPI should be reflected as Percentage of progress made on the 3km paved road and stormwater drainage in Marquard/ Moemaneng. KPI is inconsistent		
Service Delivery and Infrastructure	Clocolan/ Hlohlolwane: Construction of 3km paved road and stormwater drainage	Percentage of progress made on the 3km paved road and stormwater drainage in Clocolan/ Hlohlolwane	5%	95%	20%	30%	Target Well Met	On track	KPI should be reflected as Percentage of progress made on the 3km paved road and stormwater drainage in Clocolan/ Hlohlolwane . KPI is inconsistent		
	Marquard/ Moemaneng: Reticulation of 1110 site with sewer	Percentage of progress made on the sewer network on 1110 ERF stand in Marquard/ Moemaneng	10%	90%	20%	10%	Target Not Met Contract encountered rocks on the outfall sewer line	Revised plan should be submitted	KPI should be reflected as Percentage of progress made on the sewer network on 1110 ERF stand in Marquard/ Moemaneng. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Senekal/ Matwabeng: Upgrading of the bulk water supply	Percentage of progress made on the Upgrading of the bulk water supply in Senekal/ Matwabeng	50%	50%	35%	0%	Target Not Met Project will be implemented at a later stage due to limited funds from DWS	Revised Business Plan should be submitted	KPI should be reflected as Percentage of progress made on the Upgrading of the bulk water supply in Senekal/ Matwabeng . KPI is inconsistent		
	Upgrade and re-alignment of Van Soelen sewer line: Phase 1	Percentage of progress made on Upgrading of Van Soelen in Meqheleng/ Ficksburg	0%	45%	5%	5%	Target Met	On track	KPI should be reflected as Percentage of progress made on Upgrading of Van Soelen in Meqheleng/ Ficksburg. KPI is inconsistent		
	Ficksburg/Meqheleng: Conversion of 969 VIP to waterborne toilets	Percentage of progress made on Conversion of 969 VIP into waterborne sanitation system	0%	50%	0%	0%		No information given as to when it will be done	KPI should be reflected as Percentage of progress made on Conversion of 969 VIP into waterborne sanitation system. KPI is inconsistent		
Good Governance and Public Participation	Standing Committee Reports	Number of reports generated on Standing Committee	12	12	3	3	Target met	On track	KPI should be reflected as Number of reports generated on Standing Committee. KPI is inconsistent		
	Division reports	Number of divisional reports generated	12	12	3	3	Target met	On track	KPI should be reflected as Number of divisional reports generated. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Asset Management Reports	Number of Asset Management reports	4	4	1	1	Target met	On track	KPI should be reflected as Number of Asset Management reports. KPI is inconsistent		
	MIG Reports	Number of MIG monthly reports	12	12	3	3	Target met	On track	KPI should be reflected as Number of MIG monthly reports. KPI is inconsistent		
	MIG Quarterly report	Number of MIG monthly reports	4	4	1	1	Target met	On track	KPI should be reflected as Number of MIG quarterly reports. KPI is inconsistent		
	MIG Annual report	Number of MIG Annual reports	1	1	0	0		No information given as to when it will be done	KPI should be reflected as Number of MIG Annual reports. KPI is inconsistent		
	DWS Reports	Number of DWS reports	12	12	3	2	Target not met	On track	KPI should be reflected as Number of DWS reports. KPI is inconsistent		
	DWS Quarterly / evaluation Reports (WSIG and RBIG)	Number of DWS quarterly reports	8	8	2	2	Target met	On track	KPI should be reflected as Number of DWS quarterly reports. KPI is inconsistent		
	DWS Annual reports (WSIG and RBIG)	Number of DWS Annual reports	2	2	0	0		No information given as to when it will be done	KPI should be reflected as Number of DWS Annual reports. KPI is inconsistent		
	Site visit reports	Number of site visits	40	13	2	12	Extremely well met	On track	KPI should be reflected as Number of site visits. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019 Target	2019/2020 Target
					Target	Actual					
	Attending site meetings	No of site meetings attended	33	14	2	6	Extremely well met	On track	KPI is not included in the SDBIP		
Organisational Development and Transformation	Professional registration with ECSA as professionals	Number of Professional registration with ECSA	0	2	0	0		No information given as to when it will be done	KPI should be reflected as Number of Professional registration with ECSA. .KPI is inconsistent		
Service Delivery and Infrastructure	Prepare Business plans to source funding	Number of business plans submitted for funding	6	9	3	7	Target well met	On track	KPI should be reflected as Number of business plans submitted for funding. KPI is inconsistent		
Local Economic Development	EPWP job opportunities	No of EPWP beneficiaries	1200	1037	397	9	Target not met		KPI should be reflected as Number of EPWP beneficiaries achieved. KPI is inconsistent		
Good Governance and Public Participation	Mitigation identified public safety risks	Number of registers updated	4	4	1	1	Target met	On track			
	Risk assessments conducted	Percentage of risk assessments conducted on projects	100%	100%	0%	25%	Target not measured				
Service Delivery and Infrastructure		Number of sites allocated	1075	160	40	0	Target not met	Site allocation committee did not sit moved to 2 nd quarter			
		Number of files opened	2888	160	40	9	Target not met	Site allocation committee did not sit moved to 2 nd quarter			
		Number of Title Deeds issued	674	200	50	128	Target Extremely Met	On track			

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure		Percentage of progress of Formalization of Katlehong 1 and 2 informal settlement.	0	85%	15%	15%	Target met	On track	Percentage to be written in full.		
		Percentage of progress of Formalization of Oustad informal settlement.	0	85%	15%	15%	Target met	On track	Percentage to be written in full.		
		Number of reviewed and approved Housing Sector Plan	1	1	0	-	Target Not Measured	Fourth quarter target	KPI is not measurable. KPI should be reflected as Number of sector plans reviewed/adopted. KPI is inconsistent		
		Number of adopted SPLUMA compliant Spatial Development Framework	0	1	0	0		No information given as to when it will to be done	SDF to be written in full as appear in the SDBIP.		
		Number of Municipal Planning Tribunal Seating held	4	4	1	1	Target met	On track	KPI is not measurable. KPI should be reflected as Number of Municipal Planning Tribunal Seating held. KPI is inconsistent		
		Number of illegal land use reports	0	8	2	2	Target met	On track	KPI is not measurable. KPI should be reflected as Number of illegal land use reports.KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure		Percentage of zoning certificates Issued	100%	100%	100%	100%	Target met	On track	KPI is not measurable. KPI should be reflected as Percentage of zoning certificates Issued.KPI is inconsistent		
		Percentage of land development applications developed	100%	100%	100%	100%	Target met	On track	KPI is not measurable. KPI should be reflected Percentage of land development applications developed .KPI is inconsistent of		
		Percentage of liquor registration applications processed	100%	100%	100%	100%	Target met	On track			
		Percentage of building plans processed	100%	100%	100%	100%	Target met	On track			
		Number of quality control and site inspection on formal structures conducted	371	50	15	299	Target Extremely Met	On track			
		Number of inspections conducted on Municipal Properties	24	10	3	11	Target Extremely Met	On track	KPI is not measurable. KPI should be reflected Number of inspections conducted on Municipal Properties. KPI is inconsistent of		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation		Number of inspections and building notices issued	110	60	15	9	Target not met		KPI is not measurable. KPI should be reflected Number of inspections and building notices issued. KPI is inconsistent		
		Number of fora attended						No information was given as to when it will be done	KPI is not measurable. KPI should be reflected Number of fora attended. KPI is inconsistent and no information was given on baseline, annual target, quarterly targets and actual.		
		Number of Standing committee reports	24	12	3	3	Target met	On track			
		Number of units reports generated						No information was given as to when it will be done	KPI is not measurable. KPI should be reflected Number of unit's reports generated. KPI is inconsistent and no information was given on baseline, annual target, quarterly targets and actual.		
		Percentage of Consultations conducted	100%	100%	100%	100%	Target met	On track			
		Number of risk register updated	4	4	1	1	Target met	On track			

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation		Percentage of external audit queries responded within timeframe	100%	100%	100%	100%	Target met	On track			
		Percentage of internal audit queries responded within timeframe	100%	100%	100%	100%	Target met	On track			
		Percentage reduction of internal and external audit queries findings	75%	90%	90%	90%	Target Met	On track		100%	100%
Service Delivery and infrastructure		Number of monthly update of progress on audit action plan 2016/2017	2	8	2	0	Target Not et				
	Fixing of Potholes	m ² of Potholes Repaired	17024.77	5000	2500	5457.9	Target Extremely Met	On track			
	Resealing of Flexible Pavement Road	m ² Road Re-Sealed	0	0	0	8.73	Target Extremely Met	On track	KPI not included in the SDBIP		
	Installation of Bollards	Number of Bollards Installed	7	12	3	0	Target Not met Unavailability of material due to budget shortfall	Municipality to raise enough funds to meet all its obligations	KPI should be reflected as Number of Bollards Installed. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and infrastructure	Installation of Speed Humps	Number of Speed Hump installed	4	9	2.25	0	Target Not Met Good Governance and Public Participation		KPI is not measurable. KPI should be reflected as Number of Speed Hump installed. KPI is inconsistent		
	Re-Graveling of Roads	as Km of roads Gravelled	101.735	35	8.75	12.096	Target Well Met	On track	KPI is not measurable. KPI should be reflected as Km of roads Gravelled . KPI is inconsistent		
	Storm water network cleaned/Repaired	Km of channel cleaned/Repaired	58.52	20	5	8.163	Target Extremely Met	On track	KPI not included in the SDBIP		
	Storm water Kerb-Inlet/catch pit Cleaned/Repaired	No of Kerb-Inlet/catch pit Cleaned/Repaired	418	160	40	92	Target Well Met	On track	KPI not included in the SDBIP		
	Sidewalks Cleaned/Repaired	Km of sidewalks maintained	8.214	2	0.5	1.432	Target Extremely Met	On track	KPI is not measurable. KPI should be reflected as Km of sidewalks maintained. KPI is inconsistent		
Good Governance and Public Participation	Reports for standing committee	No. of Report generated	12	12	3	3	Target Met	On track		12	12
	Units Meetings	No. of Report generated	16	16	4	4	Target Met	On track		16	16
		Number of risk register updated	4	4	1	1	Target met	On track		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation		Percentage of External queries responded to and addressed	100%	100%	100%	100%	Target Met	On track		100%	100%
		Percentage of Internal queries responded to and addressed	100%	100%	100%	100%	Target Met	On track	KPI is not well defined - 100%	100%	
		Number of monthly updates on Audit action plan	2	8	2	0	Target Not Met				
	RRAMS Forum	No. of Meetings Attended	9	4	1	1	Indicator initially not measured	To be included during the revised SDBIP in February 2017			
Service Delivery and Infrastructure	Purification of Water	Volume of Water to be purified (MI)	5332	5332	1571	1762	Target Well Met		KPI not included in the SDBIP		
	Amount of Flocculent to be used	Volume of Flocculent to be used (l)	357126	357126	124832	50089	Target Not met Good quality on raw water (low on turbidity) less flocculants needed		KPI not included in the SDBIP		
	Amount of Chlorine to be used	Volume of Chlorine to be used (kg)	23862	23862	6853	5983	Target Almost Met Good quality of raw water (low on bacteria) less disinfectant needed		KPI not included in the SDBIP		
	Improve Water Quality	No. of Water quality compliance reports	1141	1141	264	296	Target Well Met Compliance purpose		KPI not included in the SDBIP		
	Develop the full SANS 241 analysis reports	Number of full SANS 241 analysis reports generated	2	2	0	0		No information provided	KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Conduct Water Quality operation monitoring analysis	Number of Water Quality operation monitoring analysis conducted	8151	8151	1923	1597	Target Not Met Lack of testing instruments especially in Senegal	Management to provide tools of trade	KPI not included in the SDBIP		
	Conduct safety inspections on Reservoirs	Number of Reservoirs safety inspections conducted	192	192	48	48	Target Met		KPI not included in the SDBIP		
	Perform Dam Inspections	Number of Dam Inspections performed	192	192	48	48	Target Met		KPI not included in the SDBIP		
	Purification of Waste water	ML of Waste water treated	1865	1865	563	524	Target Almost Met Drought, uplifting of water we only uplifted end of mid-February and too many spillages as a drought outcome		KPI not included in the SDBIP		
	Improve Waste water quality	No. of quality compliance reports	922	922	168	224	Target Not Met		KPI not included in the SDBIP		
	Amount of Chlorine to be used for disinfection	Volume of Chlorine (kg) to be used/dosed (Effluent E.coli dependent	3203	3203	800	1015	Target Well Met		KPI not included in the SDBIP		
	Develop the Water Services Development Plan	Number of Water Service Development Plan (WSDP) completed	1	1	0	0		Fourth Quarter target	KPI not included in the SDBIP		
	Conduct License Renewals WTW	Number of Licenses renewal WTW successful	6	6	0	0		Fourth Quarter target	KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Conduct License applications for WWTW	Number of license applications WWTW (as per Reg.17) successful	4	4	0	0		Fourth Quarter target	KPI not included in the SDBIP		
Good Governance and Public Participation	Report for Standing Committee	No. of reports generated	12	12	3	3	Target met				
	Unit Report	No. of reports generated	16	16	4	4	Target Met				
Good Governance and Public Participation	Attend Water Forums Meetings	Number of Water Forums Attended by Bulk Water Services Unit	4	4	1	1	Target Met		KPI not included in the SDBIP		
Service Delivery and Infrastructure	Water: Repairing of water pipes	Percentage of water pipes repaired.	100%	100%	100%	97.01%	Target Not Met Lack of material due to cash flow.				
	Water: Repairing/Replacing of water meters.	Percentage of water meters repaired/Replaced.	100%	100%	100%	100%	Target met				
	Water: Repairing of water valves.	Percentage of water valves repaired.	100%	100%	100%	88.89%	Target Almost met Lack of material due to cash flow.				
	Sanitation: Repairing of sewer pipes	Percentage of sewer pipes repaired.	100%	100%	100%	88.24%	Target Almost Met The excavator with the rock drill is required in some areas to obtain the appropriate gradient/slope.				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Sanitation: Unblocking of sewer spillages	Percentage of sewer spillages unblocked.	100%	100%	100%	94.73%	Target Almost Met The acquisition of the new Jet-Vac truck will accelerate the attendance of spillages after the in scheduled on site training of relevant prospective operators with the appropriate license code with PDP.		KPI is not measurable. KPI should be reflected as Percentage of sewer spillages unblocked. KPI is inconsistent		
	Sanitation: Repairing/Replacing of sewer manholes	Percentage of sewer manholes repaired or replaced.	100%	100%	100%	100%	Target Met		KPI is not measurable. KPI should be reflected as Percentage of sewer manholes repaired or replaced. KPI is inconsistent		
	Sanitation: Bucket removal	Percentage of buckets removed	233701	68286	17071	38 633	Target Extremely Met		KPI is not measurable. KPI should be reflected as Percentage of buckets removed. KPI is inconsistent		
	Sanitation: Servicing of VIP and Sceptic tanks	Percentage of VIP and Sceptic tanks serviced.	1562	1562	390	737	Target Extremely Met		KPI is not measurable. KPI should be reflected as Percentage of VIP and Sceptic tanks serviced. KPI is inconsistent		
Good Governance and Public Participation	Reports for Standing Committee.	Number of Standing Committee Reports generated	12	12	3	3	Target Met				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Compliance reports	Number of units reports generated	13	16	4	1	Target Not Met The meeting have been re-scheduled in the second quarter.		KPI is not measurable. KPI should be reflected as Number of units reports generated. KPI is inconsistent		
		Number of Risk Register updated	4	4	1	1	Target Met				
		Percentage of internal audit queries responded to and addressed within timeframe.	100%	100%	100%	100%	Target Met				
		Percentage of External audit queries responded to and addressed within timeframe.	100%	100%	100%	100%	Target met				
		Percentage reduction of Audit Findings	100%	100%	100%	100%	Target Met				
		Number of quarterly updates on progress on Audit Action Plan	4	4	1	0	Target Not Met				
Service Delivery and infrastructure	Development of effective and efficient Fleet Management Systems	Percentage to which vehicles are made available for provision of services	50%	100%	100%	100%	Target Met				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and infrastructure	Vehicle allocation	Number of vehicles allocated	94	94	94	94	Target Met				
	Licensing of vehicles	Number of vehicles licensed and registered	94	94	25	49	Target Extremely Met New vehicles were purchased				
	Control of fuel	Number of fuel schedules in all units	94	39	39	39	Target met				
	Insurance claims	Percentage of vehicle related insurance claims processed	0%	100%	100%	100%	Target Met				
	Vehicle maintenance	Percentage on service/maintenance on vehicles	100%	100%	100%	100%	Target Met				
Good Governance and Public Participation	Risk Management	Number of risk assessment conducted	0	4	1	1	Target Met				
	Conduct Departmental Meeting	Number of Departmental meetings attended	11	12	3	4	Target met		KPI is not measurable. KPI should be reflected as Number of Departmental meetings attended. KPI is inconsistent		
	Ensure Attendance to Standing Committee meetings	Number of Standing Committee meetings attended	16	22	6	4	Target Not Met		KPI is not measurable. KPI should be reflected as Number of Standing Committee meetings attended. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Ensure attendance to MAYCO meetings	Number of MAYCO meetings attended	14	12	3	5	Target Extremely Met		KPI is not measurable. KPI should be reflected as Number of MAYCO meetings attended. KPI is inconsistent		
	Ensure attendance to Council meetings	Number of Council meetings attended	4	4	1	2	Target Extremely met		KPI is not measurable. KPI should be reflected as Number of Council meetings attended. KPI is inconsistent		
	Agenda and minutes generated for standing committees	Number of Agenda and minutes generated for standing committees	10	22	6	4	Target Not met		KPI is not measurable. KPI should be reflected as Number of Agenda and minutes generated for standing committees. KPI is inconsistent		
Good Governance and Public Participation		Percentage of bids committee meetings attended	100%	100%	100%	100%	Target Met		KPI is not measurable. KPI should be reflected as Percentage of bids committee meetings attended. KPI is inconsistent		
	Ensure attendance to Risk committee meetings	Number of Risk Management Committee meetings attended	100%	100%	100%	100%	Target Met		KPI is not measurable. KPI should be reflected as Number of Risk Management Committee meetings attended. KPI is inconsistent		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Good Governance and Public Participation	Ensure engineering department head office registers, leave and overtime are approved and submitted	Percentage of register and overtime processed	100%	100%	100%	100%	Target Met				
	Attend to audit queries from IA and AG	Percentage of external audit queries responded and addressed	100%	100%	100%	100%	Target Met		KPI is not measurable. KPI should be reflected as percentage of external audit queries responded and addressed. KPI is inconsistent		
	Development of the Engineering Procurement Plan	Percentage of meetings attended	100%	100%	100%	100%	Target Met				
	Attend Asset and Liability Committee meetings	Percentage of Asset and Liability meetings attended	100%	100%	100%	0%	Target Not Met No committee sitting that was called for this financial year		KPI is not measurable. KPI should be reflected as percentage of Asset and Liability meetings attended. KPI is inconsistent		
	Attend to Complaints/ Complaints management	Percentage of Complaints/ Complaints attended to and addressed	100%	100%	100%	0%	Target Met		KPI is not measurable. KPI should be reflected as percentage of Complaints/ Complaints attended to and addressed. KPI is inconsistent		
	Progress report on Audit Action Plan 2016/17	Number of reports generated on action Plan 2016/17	6	8	2	0	Target Not Met No issues raised to be attended by this department in this quarter				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Capturing of request for orders to SCM	Percentage of request captured	100%	100%	100%		Target Met		KPI not included in the SDBIP. Actual not indicated.		
	Ensure attendance to Management Meetings	No of meeting attended	13	1	3		Target Met		KPI not included in the SDBIP. Actual not indicated.		
	Reduction of Internal and External audit findings	Percentage of queries responded to	90%	90%	90%		Target Met		KPI not included in the SDBIP. Actual not indicated.		
	Updating of Risk register	No of risk updated	4	4	1		Target Not Met		KPI not included in the SDBIP. Actual not indicated.		
	respond within time frame	Percentage of responses within timeframe	100%	100%	100%		Target Met		KPI not included in the SDBIP. Actual not indicated.		

5.4.1 Summary of Results: KPA 1- Service Delivery and Infrastructure

Colour	Achievement	Number
	KPI Not Yet Measure	7
	KPI Not Met	15
	KPI Almost Met	0
	KPI Met	24
	KPI Well Met	7
	KPI Extremely Met	13
Total		66

5.4.2 Summary of Results: KPA 2-Local Economic Development

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	1
	KPI Almost Met	0
	KPI Met	0
	KPI Well Met	0
	KPI Extremely Met	0
Total		1

5.4.3 Summary of Results: KPA 3-Organisational Development and Transformation

Colour	Achievement	Number
	KPI Not Yet Measure	1
	KPI Not Met	0
	KPI Almost Met	0
	KPI Met	0
	KPI Well Met	0
	KPI Extremely Met	0
Total		1

5.4.4 Summary of Results: KPA 5-Good Governance and Public Participation

Colour	Achievement	Number
	KPI Not Yet Measure	8
	KPI Not Met	9
	KPI Almost Met	0
	KPI Met	41
	KPI Well Met	0
	KPI Extremely Met	3
Total		58

5.5 Development Planning and Social Security

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Management of public areas	Number of parks managed	16	16	16	16	Target Met				
	Maintain the existing parks	Number of park maintained	16	16	16	16	Target Met		KPI not included in the SDBIP		
	Greening the public places	Number of trees planted in public places	150	150	150	132	Target Almost Met Lack of resources delayed planting of trees in Marquard	Municipality should ensure that there are enough resources to meet its obligations	KPI not included in the SDBIP		
	Cemetery Management	Number of cemeteries managed	21	21	21	21	Target Met				
	Preparing and allocation of graves	Percentage of graves prepared and allocated as per request	100	100%	100%	100%	Target Met		KPI not included in the SDBIP. Target and actual are in number not in percentage.		
	Maintenance of cemeteries	Number of cemeteries maintained	21	21	21	21	Target Met		KPI not included in the SDBIP		
	Management of burial records	Number of Burial Registers monitored	8	8	8	8	Target met		KPI not included in the SDBIP		
			Number of approved Intergraded Environmental Management Plan	1	1	1	0		No information provided	Target is 1 reflected in the SDBIP.	
Good Governance and Public Participation	Management of Risk	Percentage of risk reduction	100%	100%	100%	100%					

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Mitigate identified public safety risk	Number of registers updated	4	4	1	1	Target Met				
	Internal and External Audit Queries	Percentage respond to and addressed within time frame	100%	100%	100%	100%	Target Met				
	Responding to External audit queries	Percentage respond within time frame	100%	100%	100%	0	Target Not Met There were 0 external audit findings				
	Responding to Internal audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target Met				
Good Governance and Public Participation	Reduction of internal and external audit findings	Percentage reduction of external and internal audit findings responded to and addressed	75%	90%	75%	75%	Target Met				
	Updating of progress of audit action plan	Number of monthly update of progress on audit action plan	2	2	0	0		No information provided			
Local Economic Development	Assist SMME's, Street traders and Cooperatives with advise, business information and registrations (e.g. LED Database, SCM Database, CSD Database)	Number of SMME's, Street traders and Cooperatives walk-ins for assistance with advice, referrals for finance, skills development support, registrations	200	200	6	80	Target Well Met		KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Local Economic Development	Assist SMME's , Street traders, Cooperatives in all sectors to access funding from government and private sector funding programmes	Number of applications or funding proposals lodged by SMME's and cooperatives through LED Office.	25	25	5	0	Target Not Met No invitation or offer to apply for funding or any type of assistance was made during this quarter		KPI not included in the SDBIP		
	Capacitate SMME's, Hawkers and Cooperatives in all sectors through training; workshops; roadshows, seminars	Number of Capacity building activities offered to beneficiaries in terms of trainings, workshops, awareness campaigns, roadshows and seminars conducted.	4	8	2	4	Target Extremely Me SARS provided four training on tax education to four units		KPI not included in the SDBIP		
	Assist potential entrepreneurs in development and marketing across all sectors	Number of Investors & Entrepreneurs assisted or supported in development stages	0	2	0	0		No information provided	KPI not included in the SDBIP		
	Facilitate establishments of strategic partnerships that promote SMME development	Number of strategic partnerships established	2	2	0	0		No information provided	KPI not included in the SDBIP		
	Identify and support households to participate in home base gardens programme	Number of households participating in home base gardens programme	39	120	30	38	Target Met		KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Local Economic Development	Conduct inspection on commonages in Setsoto, identifying agricultural methodological and production problems	Number of assessments conducted on commonages	4	4	1	1	Target Met	KPI not included in the SDBIP	KPI not included in the SDBIP		
	Assist farming entrepreneurs to transit into commercial farming [Animal/Crop & agro-processing ventures]	Number of small scale farmers assisted in entering the commercial arena	0	2	0	0		No information provided	KPI not included in the SDBIP		
	Initiate and implement Food Security Programme [through animal production and crop planting projects]	Number of projects initiated for groups to participate in National/Provincial programmes (e.g. 1HH-1HA; YARD; WARD)	0	2	1	2	Target Extremely Met Setsoto 1HH and 1HA project and Calambaso 1HH and 1HHA projects initiated/resuscitated	KPI not included in the SDBIP	KPI not included in the SDBIP		
	Development of Tourism sector plan	Number of tourism sector plans developed and approved	0	1	0	0		No information provided	KPI not included in the SDBIP		
	Market tourism activities in Setsoto LM	Number of tourism activities marketed	3	3	1	1	Target Met		KPI not included in the SDBIP		
	Provide support to Tourism SMME's (Art & craft exhibitors)	Number of crafters supported through (trainings; establishment of new business and participation in exhibitions)	68	50	10	12	Target Well Met Arts and Craft Exhibitors participated during Heritage Day Celebration		KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Develop/acquire tourism marketing material	Number of tourism marketing material developed/ acquired	1	1	0	0		No information provided	KPI not included in the SDBIP		
	Issue business licenses in Setsoto	Number of businesses issued with licenses	139	150	10	16	Target Extremely Met 190 applications received and 11 licenses issued		KPI is not measurable. KPI should be reflected as Number of reports on businesses issued with licenses/permit. KPI is inconsistent		
	Issue permits to hawkers in Setsoto LM	Number of n hawkers issued with permits	51	80	10	0	Target Not Met Nine applications received still to be inspected		KPI not included in the SDBIP		
	Revival of Sports Council	Number of reports on Sports Council Activities	4	4	1	0	Target Not Met Postponed to the next quarter		KPI is not measurable. KPI should be reflected as Number of reports on Sports, Arts and Culture programmes implemented and usage of facilities. KPI is inconsistent		
Organisational Development and Transformation	Sports Tournament	Number of reports on tournaments implemented	4	4	1	1	Target Met		KPI not included in the SDBIP		
Good Governance and Public Participation	Reviewed and approved Sports Policy	Number of Approved Sports policy	1	1	0	0		No information provided	KPI not included in the SDBIP		
	Management of Risk	Percentage of Risk Reduction	100%	100%	100%	100%	Target Met				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Mitigate identified public safety risk	Number of registers updated	4	4	1	1	Target Met				
	Responding to External audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target Met				
	Responding to Internal audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target Met				
	Reduction of internal and external audit findings	Percentage reduction of external and internal audit findings responded to and addressed	100%	100%	100%	0	Target Not Met No external audit findings issued				
	Law enforcement	Percentage of law enforcement programmes implemented	100%	100%	100%	100%	Target Met				
	Development of operational plan	Number of operational plan compiled and approved	1	1	1	1	Target Met		KPI not included in the SDBIP		
	Conduct Roadblocks	Number of roadblocks conducted	40	28	8	8	Target Met		KPI not included in the SDBIP		
	Issuing of Traffic fines	Percentage on traffic fines issued	100%	100%	100%	100%	Target met		KPI not included in the SDBIP		
	Traffic fines issued	Rand received from fines issued	194 362					No information provided	KPI not included in the SDBIP. No information provided on annual target, quarterly target and actual.		
	Point duty and Escorts	Percentage on point duty and escorts performed	100%	100%	100%	100%	Target Met		KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
Service Delivery and Infrastructure	Amount received (Escorts)	Percentage of Rand received from escorts performed	100%	100%	100%	100%	Target Met		KPI not included in the SDBIP		
	Conduct Public Awareness	Percentage of Public Awareness campaigns on public safety conducted	75%	100%	100%	100%	Target Met		Duplication		
	Conduct Public Awareness (Fire/ Traffic & disaster)	Percentage of Public Awareness campaigns on public safety conducted	100%	100%	100%	100%	Target Met		KPI not included in the SDBIP		
	Review Sector plans	Number of Sector plan reviewed and approved	1	1	0	0		No information provided	KPI not included in the SDBIP		
	Review Disaster Management Plan	Number of Disaster Management Plan reviewed	1	1	0	0		No information provided			
	Management of emergencies attended	Percentage of emergencies incidents reported and attended	100%	100%	100%	100%	Target Met				
	Fire reported	Percentage of fire attended	100%	100%	100%	100%	Target Met		KPI not included in the SDBIP		
	Accidents reported and attended	Percentage of accidents reported and attended	100%	100%	100%	100%	Target Met		KPI not included in the SDBIP		
Good Governance and Public participation	Management of Risk	Percentage of risk reduction	100%	100%	100%	100%	Target Met				
	Mitigate identified public safety risk	Number of registers updated	4	4	1	1	Target Met				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Risk assessment conducted	Percentage of risk assessment conducted on events hosted	100%	100%	100%	100%	Target Met				
	Responding to External audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target Met				
	Responding to Internal audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target Met				
	Updating of progress of audit action plan	Number of monthly update of progress on audit action plan	2	2	0	0	No external audit findings issued				
Service Delivery and Infrastructure	Refuse Removal	Percentage of households with access to basic level of solid waste removal	92%	95%	95%	93%	Target Almost Met Challenges with resources		KPI is not measurable. KPI should be reflected as Percentage of households with access to basic level of refuse removal. KPI is inconsistent		
Service Delivery and Infrastructure	Proportion of landfill sites in compliance with the National Environmental Management Waste Act, 59 of 1998.	Percentage of landfill sites by volume that are being managed in compliance with the National Environmental Management Waste Act, 59 of 1998.	61%	65%	65%	70%	Target Well Met Received assistance from the DRPT with equipment at the land fill sites in Clocolan, Marquard and Ficksburg				
Good Governance and Public Participation	Mitigate identified Waste risk	Number of risk registers updated	4	4	1	1	Target Met				
	Management of Risk	Percentage of risk reduction	100%	100%	100%	100%	Target Met				

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Mitigate identified public safety risk	Number of registers updated	4	4	1	1	Target Met				
	Internal and External Audit Queries	Percentage respond to and addressed within time frame	100%	100%	100%	100%	Target Met				
	Responding to External audit queries	Percentage respond within time frame	100%	100%	100%	0	Target Not Met No audit findings issued				
	Responding to Internal audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target Met				
Good Governance and Public Participation	Reduction of internal and external audit findings	Percentage reduction of external and internal audit findings responded to and addressed	75%	90%	75%	75%	Target Met				
	Updating of progress of audit action plan	Number of monthly update of progress on audit action plan	2	2	0	0		Information not provided			
Service Delivery and Infrastructure	Management of Security Services	Number of properties managed and provided with security service	98	98	98	22	Target Not Met				
	Management of Security Services	Percentage of security services provided to municipal properties	50%	50%	50%	45%	Target Not Met		KPI is not measurable. KPI should be reflected as Percentage of security services provided to municipal properties. KPI is inconsistent		
	Reviewing of security policy	Number of security policy reviewed	1	1	0	0		Information not provided	KPI not included in the SDBIP		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline Indicator	Annual Target	2017/2018		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual				Target	Target
	Security vetting	Percentage of personnel vetted	0%	100%	0	21	Target Extremely Met		KPI not included in the SDBIP		
	Conduct Awareness on Security	Number of Awareness on security conducted	0	4	0	0		Information not provided	KPI not included in the SDBIP		
Service Delivery and Infrastructure	Management of Property	Number of Properties managed	174	174	174	174	Target met		KPI not included in the SDBIP		
	Management of Property	Percentage of Properties maintained	50%	50%	50%	50%	Target met		KPI is not measurable. KPI should be reflected as Percentage of Properties maintained. KPI is inconsistent		
	Development of Maintenance Plan	Number of maintenance plan developed and approved	0	1	0	0		No information provided	KPI not included in the SDBIP		
Good Governance and Public participation	Management of Risk	Percentage of Risk reduction	100%	100%	100%	100%	Target met				
	Mitigate identified public safety risk	Number of registers updated	4	4	1	1	Target met				
	Internal and External Audit Queries	Percentage respond to and addressed within time frame	80%	100%	100%	100%	Target met				
	Responding to External audit queries	Percentage respond within time frame	100%	100%	100%	100%	Target met				

5.5.1 Summary of Results: KPA 1- Service Delivery and Infrastructure

Colour	Achievement	Number
	KPI Not Yet Measure	7
	KPI Not Met	3
	KPI Almost Met	3
	KPI Met	22
	KPI Well Met	1
	KPI Extremely Met	1
Total		37

5.5.2 Summary of Results: KPA 2-Local Economic Development

Colour	Achievement	Number
	KPI Not Yet Measure	6
	KPI Not Met	3
	KPI Almost Met	0
	KPI Met	3
	KPI Well Met	2
	KPI Extremely Met	3
Total		17

5.4.3 Summary of Results: KPA 5-Good Governance and Public Participation

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	0
	KPI Almost Met	0
	KPI Met	1
	KPI Well Met	0
	KPI Extremely Met	0
Total		1

5.4.4 Summary of Results: KPA 3-Organisational Development and Transformation

Colour	Achievement	Number
	KPI Not Yet Measure	3
	KPI Not Met	2
	KPI Almost Met	0
	KPI Met	18
	KPI Well Met	0
	KPI Extremely Met	0
Total		23

6. Conclusion

For the period under review **46** targets were not met, **3** targets were almost met, **135** targets were met, **14** targets were well met and **14** targets were extremely met. A total of **212** targets were set for the first quarter of which **163 (77%)** were on targets and **49 (23%)** were not met or were almost met. Measures needs to be put in place to address these targets were performance was not achieved.

7. Municipal Manager's quality certification

QUALITY CERTIFICATE: 31 DECEMBER 2017

I, **Ramakarane Simon Tshepiso**, the municipal manager of **Setsoto Local Municipality**, hereby certify that the Mid-year Budget and Performance Assessment Report 2017/2018 has been prepared in accordance with the Municipal Finance Management Act, 56 of 2003 and the regulation made under the Act.

RAMAKARANE STR
MUNICIPAL MANAGER
10 OCTOBER 2017