

FOURTH QUARTER REPORT

01 APRIL 2018-30 JUNE 2018



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 fourth 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 April, May and June 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 June 2018

This report is based upon financial and non-financial information as at 30 June 2018 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 June 2018 are summaries as follows:

4.1 Statement of Financial Performance-Table C4

Revenue

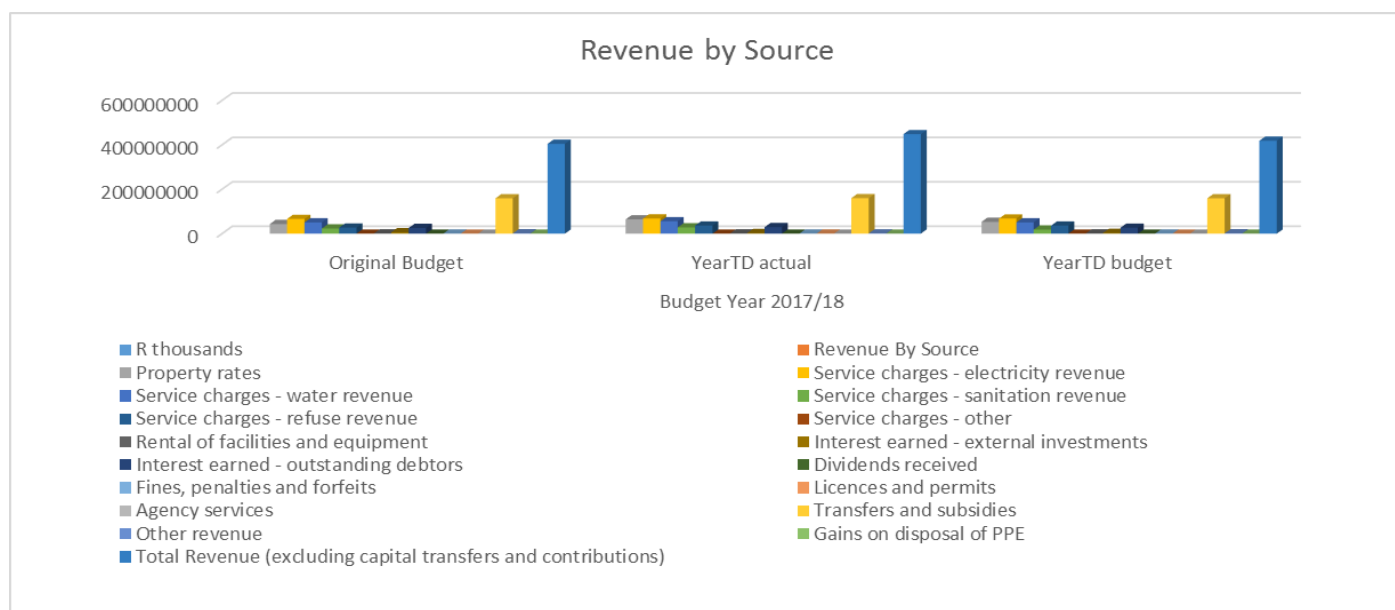
FS191 Setsoto - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - June 2018									
Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Revenue By Source									
Property rates	44,239	43,263	53,263	5,503	64,488	53,263	11,225	21%	64,488
Service charges - electricity revenue	62,935	66,147	68,147	5,933	68,340	68,147	193	0%	68,340
Service charges - water revenue	49,379	50,813	50,813	627	55,961	50,813	5,148	10%	55,961
Service charges - sanitation revenue	25,374	23,391	18,391	2,368	28,420	18,391	10,029	55%	28,420
Service charges - refuse revenue	25,367	27,365	36,365	3,086	36,351	36,365	(14)	0%	36,351
Service charges - other	252	-	-	-	-	-	-	-	-
Rental of facilities and equipment	1,534	749	740	7	755	740	15	2%	755
Interest earned - external investments	21,498	6,191	3,307	190	2,828	3,307	(479)	-14%	2,828
Interest earned - outstanding debtors	-	25,630	26,630	2,318	29,322	26,630	2,691	10%	29,322
Dividends received	40	40	40	-	51	40	11	28%	51
Fines, penalties and forfeits	2,463	364	364	-	307	364	(57)	-16%	307
Licences and permits	39	31	31	4	190	31	159	512%	190
Agency services	-	-	-	-	-	-	-	-	-
Transfers and subsidies	170,002	159,210	159,210	-	159,894	159,210	684	0%	159,894
Other revenue	5,928	1,338	1,316	163	1,255	1,316	(61)	-5%	1,255
Gains on disposal of PPE	(6,497)	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	402,553	404,531	418,617	20,200	448,161	418,617	29,544	7%	448,161

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 107% (**R 448,161 million**) on the year to date target of **R 418,617 million** and the expenditure for the period is 94% (**R 643,943 million**) on a year to date target of **R 693,223 million** respectively. The actual performance for the Fourth Quarter ended 30 June 2018 (excluding capital transfers and contributions) on operating budget can be summarised as follows:

	Fourth Quarter Year to date Budget	Fourth Quarter Year to date Actual	Variance
Revenue by Source	418,617	448,161	-29,544
Expenditure by Source	639,223	643,943	4,720
Surplus /(Deficit)	-220,606	-195,782	-220,606

Major Revenue Variances against the budget

- Property rates have a favourable variance of R 64 488 million (21%) 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 an immaterial variance against the budget, this implies that levies have been charged as forecasted;
- Water revenue have a favourable variance of R 55 961 (10%) for the period, this was as a result of the implementation of flat rate and it should be noted that water levies are consumption dependent;
- Sanitation Revenue have a favourable variance of R 28 420 million (55%) against the budget.
- Refuse revenue has an immaterial variance against the budget, this implies that levies have been charged as forecasted;
- Interest earned-outstanding debtors have a favourable variance of R 29 322 million (10%) for the period, interest on outstanding debtors is charged based on the payment rate therefore the higher the payment rate less interest will be charged and vice versa.
- Grants and subsidies received on year to date amount to R 159 894 million included in that is R 156 305 million of equitable share which is regarded as unconditional grant.
- Rental of facilities has an immaterial variance against the budget, this implies that rentals have been rented as forecasted.



GRANT	DORA ALLOCATION	YTD RECEIPTS	FUTURE RECEIPTS	OWN CONTRIBUTION	YTD EXPENDITURE	YTD NET BALANCE	% SPENT
UNCONDITIONAL							
Equitable Share	R 157,656,000	R 156,305,000	R -	R -	R 156,305,000	R -	100%
Sub-Total	R 157,656,000	R 156,305,000	R -	R -	R 156,305,000	R -	100%
CONDITIONAL							
MIG	R 47,997,000	R 47,997,000	R -	R -	R 47,997,000	R -0	100%
RBIG	R 15,000,000	R 15,000,000	R -	R -	R 15,119,194	R -119,194	101%
WSIG	R 15,000,000	R 15,000,000	R -	R -	R 15,185,495	R -185,495	101%
INEG	R 6,000,000	R 6,000,000	R -	R -	R 6,069,344	R -69,344	101%
FMG	R 1,700,000	R 1,700,000	R -	R -	R 1,703,668	R -3,668	100%
EPWP	R 1,889,000	R 1,889,000	R -	R -	R 1,891,819	R -2,819	100%
Sub-Total	R 87,586,000	R 87,586,000	R -	R -	R 87,966,520	R -380,520	100%
TOTAL	R 245,242,000	R 243,891,000	R -	R -	R 244,271,520	R -380,520	100%

Grants and subsidies have been received in accordance to DORA allocation except the RBIG which was reallocated downwards. The overall expenditure on conditional grants is 100%.

Expenditure

FS191 Setsoto - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - June 2018									
Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Expenditure By Type									
Employee related costs	187,599	182,908	182,908	13,931	172,428	182,908	(10,480)	-6%	172,428
Remuneration of councillors	9,896	11,062	12,562	1,087	12,843	12,562	281	2%	12,843
Debt impairment	69,861	58,014	58,014	85,527	85,527	58,014	27,512	47%	85,527
Depreciation & asset impairment	212,220	223,490	223,490	127,694	239,386	223,490	15,896	7%	239,386
Finance charges	2,289	2,054	4,835	690	4,070	4,835	(764)	-16%	4,070
Bulk purchases	72,798	64,448	66,265	5,827	48,408	66,265	(17,857)	-27%	48,408
Other materials	-	27,117	36,067	1,197	16,124	36,067	(19,944)	-55%	16,124
Contracted services	22,731	18,842	21,098	371	16,355	21,098	(4,743)	-22%	16,355
Transfers and subsidies	5,618	864	1,456	4,016	37,918	1,456	36,463	2505%	37,918
Other expenditure	47,607	31,633	32,528	1,445	10,884	32,528	(21,643)	-67%	10,884
Loss on disposal of PPE	258	-	-	-	-	-	-	-	-
Total Expenditure	630,878	620,433	639,223	241,785	643,943	639,223	4,721	1%	643,943

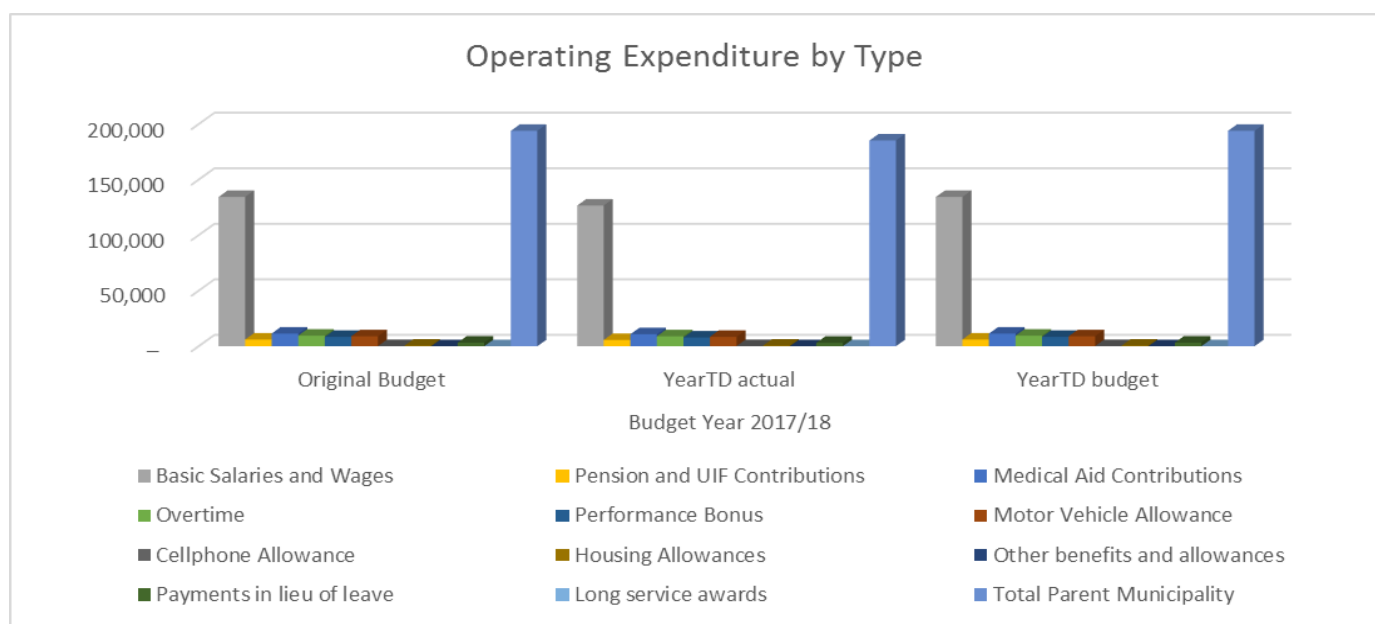
Major Expenditure Variances against the budget

- Employee related costs have a variance of R 172 908 million (-6%) for the period, the variance will increase equal or above the budget when calculating salary provisions;
- Councillors remuneration have a variance of R 12 562 million (2%) above the budget;
- Debt impairment has been calculated at R85 527 million higher than the budgeted amount;
- Depreciation were calculated on R127 694 million but might change as the AFS processes unfold;
- Finance Charges expenditure to date indicate an amount of R 3 097 million, included in this amount is interest on borrowings and late payments of trade creditors.
- Bulk purchases have a favourable variance of R17 857 million (-27%) for the period;
- Contracted services have a unfavourable variance of R16 355 million (-22%) for the period due to overspending of certain votes for the period than budgeted;
- Transfers and grants have an unfavourable variance of R 37 918 million (2505%) for the period.

- Other expenditure have a saving of R 32,528 million (-67%) for the period, this resulted from strict control mechanisms that were put in place to control spending on non-essential services.

FS191 Setsoto - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M12 June

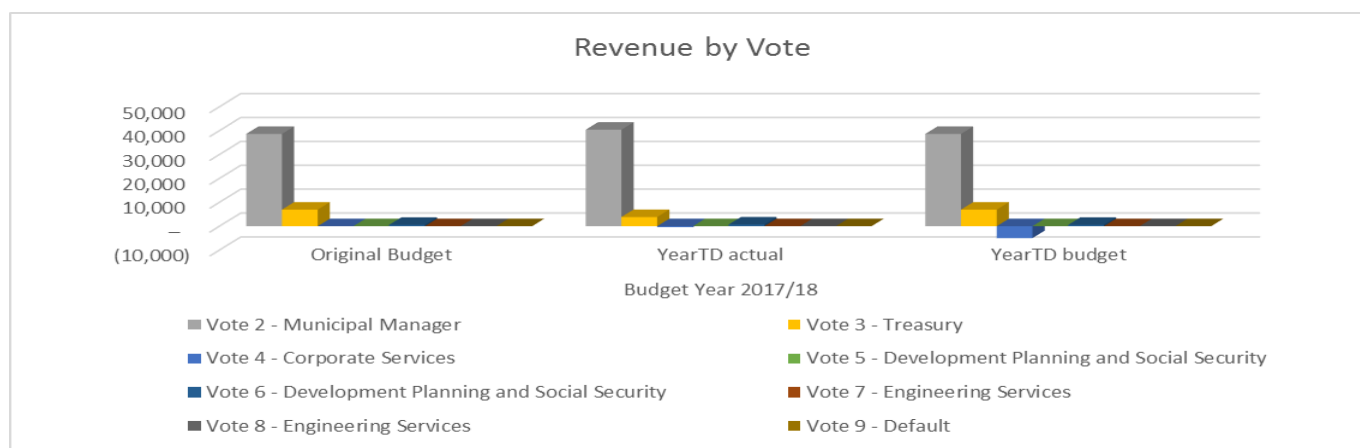
Summary of Employee and Councillor remuneration	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Other Municipal Staff									
Basic Salaries and Wages	99,553	134,427	134,427	10,239	126,725	134,427	(7,702)	-6%	126,725
Pension and UIF Contributions	19,645	6,051	6,051	461	5,705	6,051	(347)	-6%	5,705
Medical Aid Contributions	12,408	11,444	11,444	872	10,789	11,444	(656)	-6%	10,789
Overtime	8,670	9,511	9,511	724	8,966	9,511	(545)	-6%	8,966
Performance Bonus	8,431	8,402	8,402	640	7,921	8,402	(481)	-6%	7,921
Motor Vehicle Allowance	11,431	9,012	9,012	686	8,496	9,012	(516)	-6%	8,496
Cellphone Allowance	546	153	153	12	144	153	(9)	-6%	144
Housing Allowances	1,425	598	598	46	563	598	(34)	-6%	563
Other benefits and allowances	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	2,592	3,270	3,270	249	3,083	3,270	(187)	-6%	3,083
Long service awards	647	38	38	3	36	38	(2)	-6%	36
Post-retirement benefit obligations	-	-	-	-	-	-	-	-	-
Sub Total - Other Municipal Staff	165,347	182,908	182,908	13,931	172,428	182,908	(10,480)	-6%	172,428
% increase		10.6%	10.6%						4.3%
Total Parent Municipality	197,496	193,970	195,470	15,018	185,271	193,970	(8,699)	-4%	185,271



Revenue and Expenditure by municipal vote

FS191 Setsoto - Table C3 Monthly Budget Statement - Financial Performance (revenue by municipal vote) - June 2018

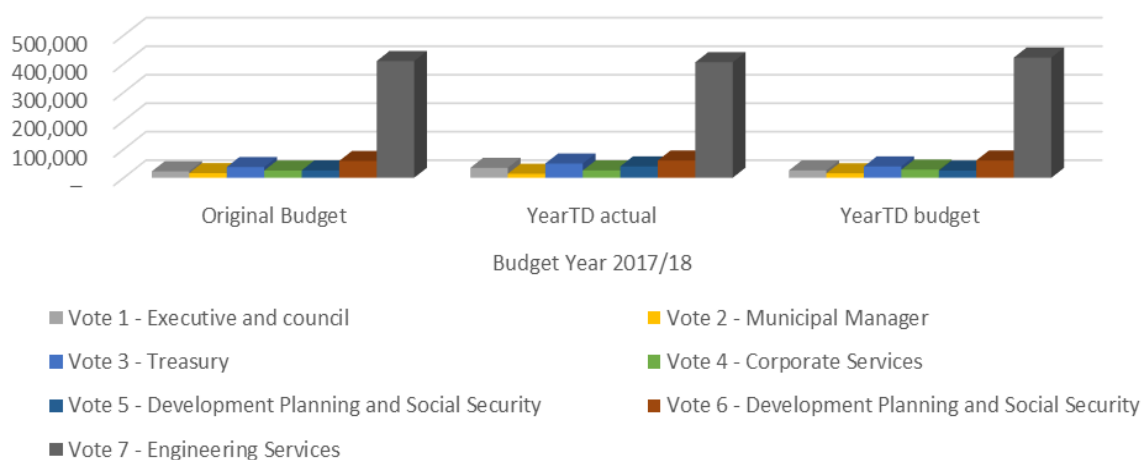
Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Revenue by Vote									
Vote 2 - Municipal Manager	-	38,631	38,631	23	40,397	38,631	1,767	4.6%	40,397
Vote 3 - Treasury	-	6,944	6,944	-	3,849	6,944	(3,094)	-44.6%	3,849
Vote 4 - Corporate Services	-	-	(5,000)	-	(390)	(5,000)	4,610	-92.2%	(390)
Vote 5 - Development Planning and Social Security	-	-	-	-	-	-	-	-	-
Vote 6 - Development Planning and Social Security	-	557	557	60	698	557	141	25.3%	698
Vote 7 - Engineering Services	-	-	-	1	7	-	7	#DIV/0!	7
Vote 8 - Engineering Services	-	-	-	-	-	-	-	-	-
Vote 9 - Default	-	-	-	-	-	-	-	-	-
Total Revenue by Vote	-	46,132	41,132	84	44,561	41,132	3,430	8.3%	44,561



FS191 Setsoto - Table C3 Monthly Budget Statement - Financial Performance (expenditure by municipal vote) June 2018

Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Expenditure by Vote									
Vote 1 - Executive and council	44,739	22,589	25,809	4,143	35,003	25,809	9,194	35.6%	35,003
Vote 2 - Municipal Manager	-	16,404	15,754	1,192	14,034	15,754	(1,720)	-10.9%	14,034
Vote 3 - Treasury	21,141	37,908	39,838	4,742	50,261	39,838	10,422	26.2%	50,261
Vote 4 - Corporate Services	11,369	25,577	28,622	2,198	25,831	28,622	(2,790)	-9.7%	25,831
Vote 5 - Development Planning and Social Security	2,533	25,987	25,578	24,342	39,983	25,578	14,405	56.3%	39,983
Vote 6 - Development Planning and Social Security	43,685	59,316	60,912	24,206	60,554	60,912	(357)	-0.6%	60,554
Vote 7 - Engineering Services	11,840	409,757	422,031	180,304	405,555	422,031	(16,476)	-3.9%	405,555
Total Expenditure by Vote	135,307	620,433	639,223	241,785	643,943	639,223	4,721	0.7%	643,943

Expenditure by Vote



5. Capital Expenditure-Table C5

FS191 Setsoto - Table C5 Monthly Budget Statement - Capital Expenditure (functional classification) - June 2018

Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Capital Expenditure - Functional Classification									
Governance and administration	3,418	2,767	2,767	57	276	2,767	(2,491)	-90%	276
Executive and council	28	244	244	-	-	244	(244)	-100%	-
Finance and administration	3,389	2,318	2,318	57	276	2,318	(2,043)	-88%	276
Internal audit	-	204	204	-	-	204	(204)	-100%	-
Community and public safety	12,266	4,225	4,225	575	3,255	4,225	(970)	-23%	3,255
Community and social services	3	350	350	-	-	350	(350)	-100%	-
Sport and recreation	11,695	2,715	2,715	575	2,715	2,715	-	-	2,715
Public safety	-	800	800	-	-	800	(800)	-100%	-
Housing	568	360	360	-	540	360	180	50%	540
Health	-	-	-	-	-	-	-	-	-
Economic and environmental services	18,788	38,748	38,748	5,041	38,406	38,748	(342)	-1%	38,406
Planning and development	16	342	342	-	-	342	(342)	-100%	-
Road transport	18,772	38,406	38,406	5,041	38,406	38,406	-	-	38,406
Environmental protection	-	-	-	-	-	-	-	-	-
Trading services	(56,437)	88,015	88,015	16,289	88,015	88,015	-	-	88,015
Energy sources	7,414	12,780	12,780	5,550	12,780	12,780	-	-	12,780
Water management	(115,600)	45,260	45,260	1,046	45,260	45,260	-	-	45,260
Waste water management	48,433	16,560	16,560	8,667	16,560	16,560	-	-	16,560
Waste management	3,317	13,415	13,415	1,026	13,415	13,415	-	-	13,415
Other	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional Classification	(21,965)	133,755	133,755	21,963	129,952	133,755	(3,804)	-3%	129,952

Capital Expenditure - Functional Classification

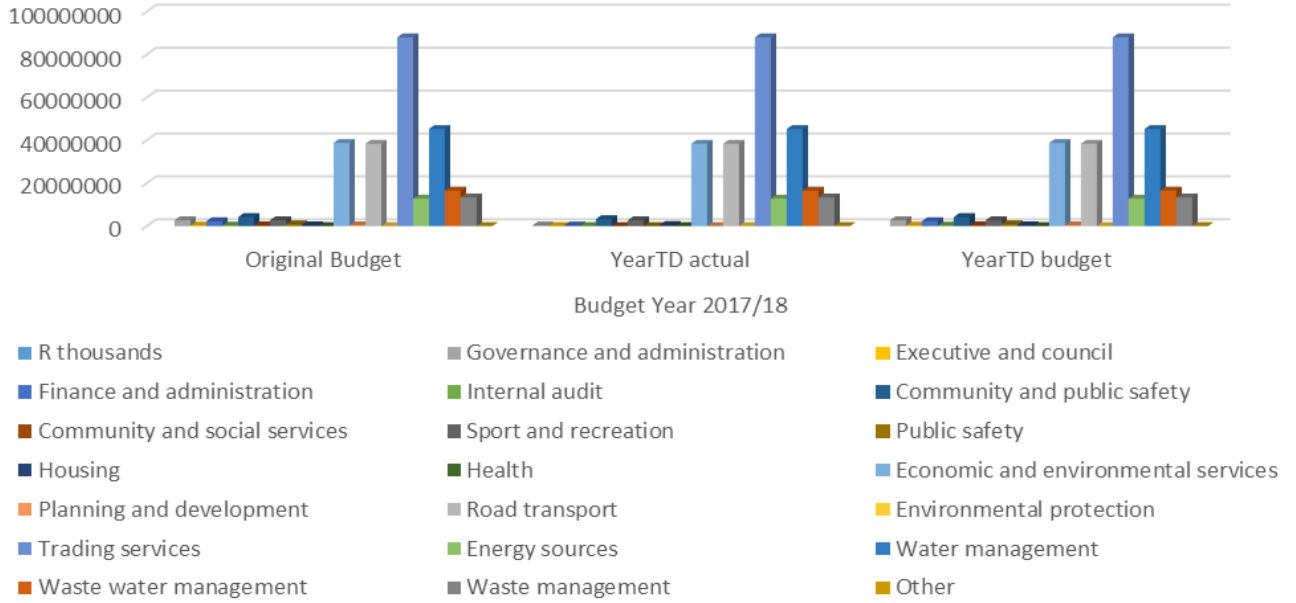
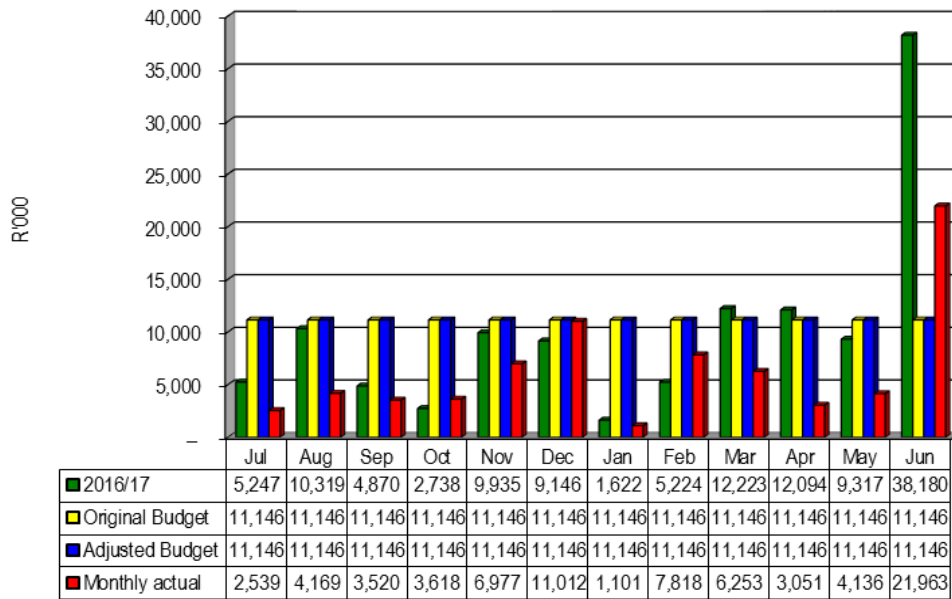


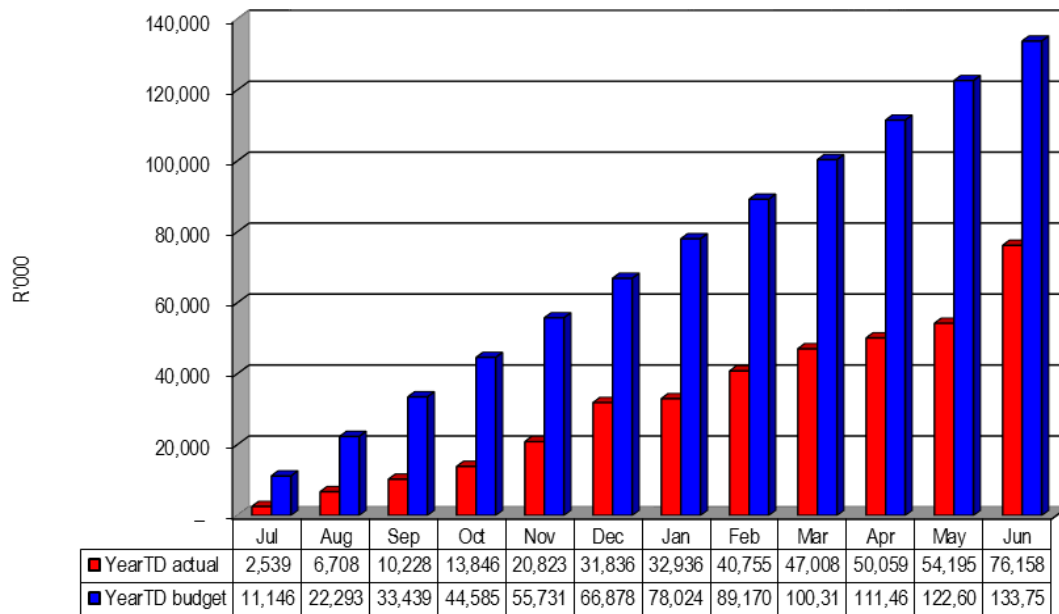
Chart C1 2017/18 Capital Expenditure Monthly Trend: actual v target



FS191 Setsoto - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) June 2018

Vote Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Single Year expenditure appropriation									
Vote 1 - Executive and council	28	83	83	-	-	83	(83)	-100%	-
Vote 2 - Municipal Manager	-	1,218	1,218	45	45	1,218	(1,173)	-96%	45
Vote 3 - Treasury	24	464	464	12	231	464	(233)	-50%	231
Vote 4 - Corporate Services	-	755	755	-	-	755	(755)	-100%	-
Vote 5 - Development Planning and Social Security	-	3,115	3,115	575	2,715	3,115	(400)	-13%	2,715
Vote 6 - Development Planning and Social Security	2,183	14,250	14,250	1,026	13,415	14,250	(835)	-6%	13,415
Vote 7 - Engineering Services	18,772	112,971	112,971	20,305	113,006	112,971	35	0%	113,006
Vote 8 - Engineering Services	-	900	900	-	540	900	(360)	-40%	540
Total Capital single-year expenditure	21,008	133,755	133,755	21,963	129,952	133,755	(3,804)	-3%	129,952

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 - M12 June

Description	2016/17	Budget Year 2017/18							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates	(6,105)	44,407	54,398	3,496	41,113	44,407	(3,294)	-7%	41,113
Service charges	163,307	167,716	173,716	5,876	189,071	167,716	21,356	13%	189,071
Other revenue	5,928	1,338	1,316	146	2,359	1,338	1,020	76%	2,359
Government - operating	170,002	159,210	159,210	-	159,894	159,210	684	0%	159,894
Government - capital	103,396	139,676	106,262	-	85,221	139,676	(54,455)	-39%	85,221
Interest	21,498	31,821	29,938	417	32,150	31,821	328	1%	32,150
Dividends	40	40	40	-	51	40	11	28%	51
Payments									
Suppliers and employees	(344,846)	(394,025)	(409,442)	(24,010)	(402,553)	(394,025)	8,528	-2%	(402,553)
Finance charges	(2,289)	(2,054)	(4,835)	(690)	(4,761)	(2,054)	2,707	-132%	(4,761)
Transfers and Grants	(5,618)	(864)	(1,456)	(4,016)	(41,934)	(864)	41,070	-4756%	(41,934)
NET CASH FROM/(USED) OPERATING ACTIVITIES	105,314	147,265	109,147	(18,781)	60,611	147,265	86,654	59%	60,611
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE	515	-	-	-	6,645	6,755	(110)	-2%	6,645
Decrease (Increase) in non-current debtors	-	-	-	-	(6,813)	-	(6,813)	#DIV/0!	(6,813)
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-		-
Decrease (increase) in non-current investments	(112)	-	-	-	6,558	-	6,558	#DIV/0!	6,558
Payments									
Capital assets	(38,323)	(133,755)	(133,755)	(21,963)	(71,831)	(133,755)	(61,925)	46%	(71,831)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(37,920)	(133,755)	(133,755)	(21,963)	(65,440)	(127,001)	(61,561)	48%	(65,440)
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans	-	-	-	-	-	-	-		-
Borrowing long term/refinancing	7,269	-	-	-	7,673	-	7,673	#DIV/0!	7,673
Increase (decrease) in consumer deposits	(8)	-	-	196	470	-	470	#DIV/0!	470
Payments									
Repayment of borrowing	-	-	-	(132)	(5,068)	-	5,068	#DIV/0!	(5,068)
NET CASH FROM/(USED) FINANCING ACTIVITIES	7,261	-	-	64	3,076	-	(3,076)	#DIV/0!	3,076
NET INCREASE/ (DECREASE) IN CASH HELD	74,655	13,510	(24,609)	(40,680)	(1,753)	20,264			(1,753)
Cash/cash equivalents at beginning:	3,656	-	-	-	2,081	-			2,081
Cash/cash equivalents at month/year end:	78,311	13,510	(24,609)		328	20,264			328

The Municipality is facing very serious cash flow shortfall and it is struggling to meet its financial obligations. Serious cost containment measures must be emphasised and be implemented immediately without hesitation. Although there is an emphasis on cutting down on expenditure there should also be great efforts to improve on revenue collection.

7. Outstanding Debtors Report-Table SC3

The debtors report is 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 June 2018 is R 366.352million.

FS191 Setsoto - Supporting Table SC3 Monthly Budget Statement - aged debtors - M12 June

Description	Budget Year 2017/18									Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.o Council Policy	
	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total			Total over 90 days
R thousands												
Debtors Age Analysis By Income Source												
Trade and Other Receivables from Exchange Transactions - Water	7,056	3,250	3,163	3,145	3,091	2,997	14,097	51,260	88,059	74,591	(14,379)	-
Trade and Other Receivables from Exchange Transactions - Electricity	6,910	955	1,255	966	1,018	773	3,856	9,952	25,675	16,556	(2,272)	-
Receivables from Non-exchange Transactions - Property Rates	6,369	2,521	2,469	2,452	2,428	2,392	15,687	35,006	69,323	57,965	(167)	-
Receivables from Exchange Transactions - Waste Water Management	3,537	1,546	1,494	1,481	1,466	1,455	7,193	24,042	42,215	35,638	(7,355)	-
Receivables from Exchange Transactions - Waste Management	4,568	2,025	2,000	1,974	1,960	1,946	9,628	29,938	54,040	45,447	(8,785)	-
Receivables from Exchange Transactions - Property Rental Debtors	-	-	-	-	-	-	-	-	-	-	-	-
Interest on Arrear Debtor Accounts	4,966	2,497	2,479	2,761	2,316	2,223	10,150	36,884	64,276	54,334	(21,403)	-
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Other	(3,672)	709	1,075	(1,222)	1,029	1,057	4,327	19,462	22,764	24,653	346	-
Total By Income Source	29,733	13,503	13,933	11,548	13,307	12,844	64,939	206,546	366,352	309,183	(54,015)	-
2016/17 - totals only	37,650	14,605	13,553	13,067	11,940	11,492	49,259	141,095	292,661	226,853		
Debtors Age Analysis By Customer Group												
Organs of State	(105)	2,197	2,219	473	2,145	1,955	9,198	15,450	33,533	29,222	216	-
Commercial	3,403	830	749	388	724	701	4,696	11,493	22,983	18,001	211	-
Households	26,063	10,218	10,859	10,599	10,326	10,093	50,144	175,164	303,467	256,327	(54,444)	-
Other	373	257	106	89	111	95	901	4,438	6,370	5,633	1	-
Total By Customer Group	29,733	13,503	13,933	11,548	13,307	12,844	64,939	206,546	366,352	309,183	(54,015)	-

Chart C3 Aged Consumer Debtors Analysis

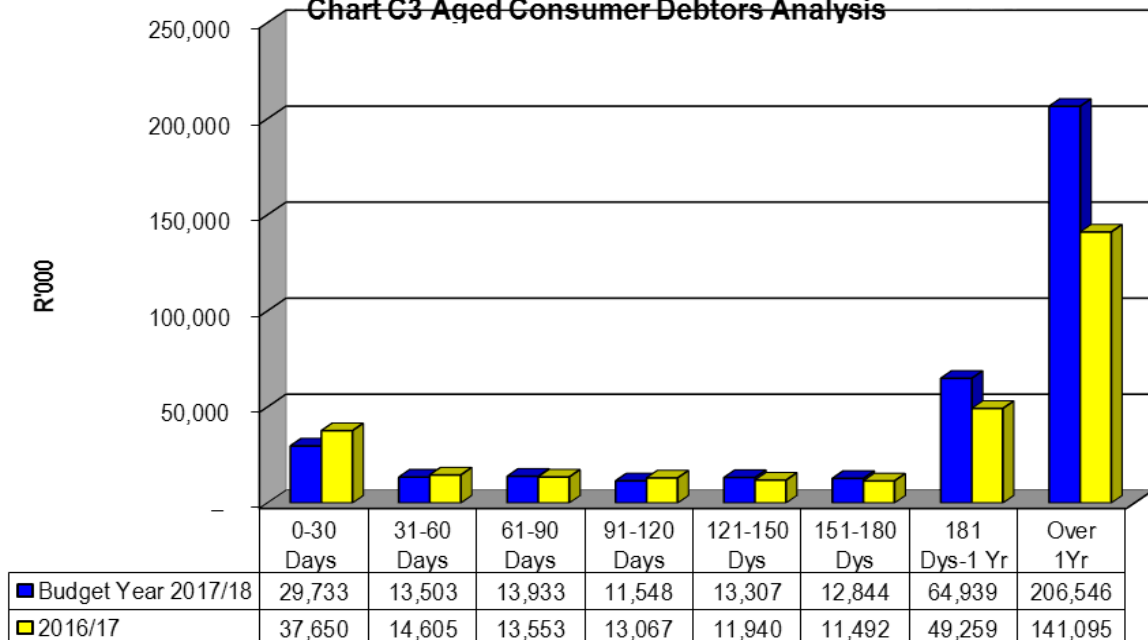
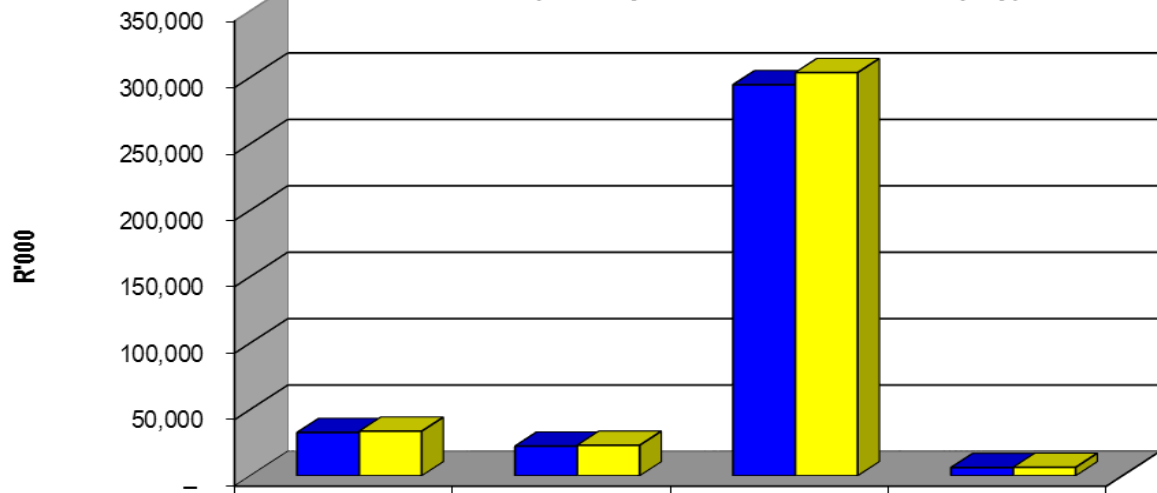


Chart C4 Consumer Debtors (total by Debtor Customer Category)



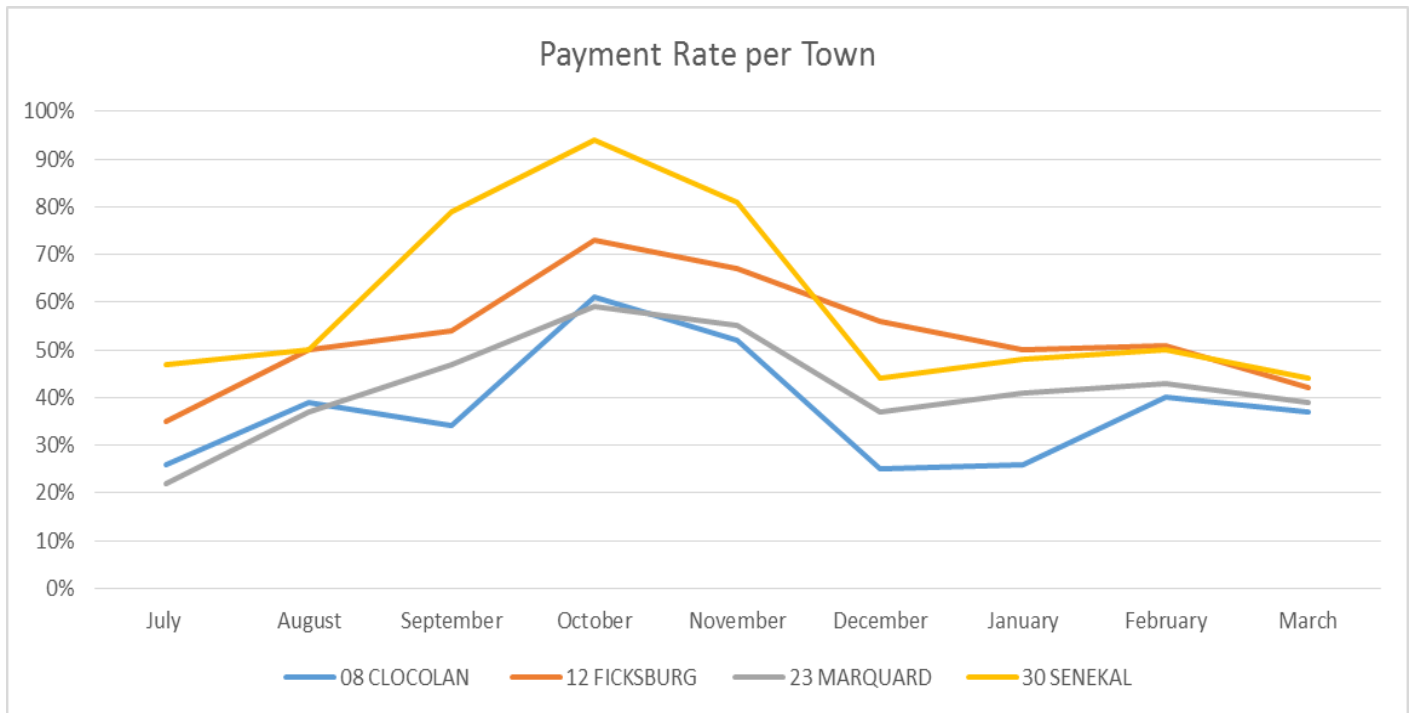
■ 2016/17	Organs of State	Commercial	Households	Other
■ Budget Year 2017/18	32,527	22,294	294,363	6,179
	33,533	22,983	303,467	6,370

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%
October	-14,080,971.56	18,108,727.75	23,157,694.87	-166,642.57	46,990.32	-4,923,314.87	78%
November	-12,594,964.07	18,108,727.75	23,157,694.87	-166,642.57	46,990.32	-4,929,314.87	70%
December	-8,347,504.95	17,695,927.11	22,429,593.09	-384,246.76	28,780.43	-4,378,199.65	47%
January	-8,058,072.20	17,695,927.11	22,429,593.09	-384,246.76	28,780.43	-4,378,199.65	46%
February	-23,978,706.64	20,443,426.59	23,377,025.33	-396,541.11	134,514.07	-2,671,571.70	117%
March	-8,462,970.64	20,037,664.11	22,595,957.04	-892,742.87	169,758.73	-1,835,308.79	42%
April	-10,449,499.50	19,380,869.64	21,571,761.45	-342,644.09	66,615.91	-1,914,863.63	54%
May	-9,215,833.97	17,454,532.46	21,385,998.24	-903,184.39	154,478.02	-3,182,759.41	53%
June	-17,178,488.99	19,197,017.87	21,164,049.68	-590,298.85	90,314.84	-1,467,047.80	89%
Total	-142,506,882.05	233,445,572.81	277,019,831.89	-11,510,639.56	6,024,797.72	-38,082,417.24	61%

The payment rate is calculated by dividing the total settlements by the sum of total levies and total adjustment. The average payment rate is 61%. Although 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



Town	July	August	September	October	November	December	January	February	March	April	May	June
08 CLOCOLAN	26%	39%	34%	61%	52%	25%	26%	40%	37%	43%	31%	43%
12 FICKSBURG	35%	50%	54%	73%	67%	56%	50%	51%	42%	49%	45%	52%
23 MARQUARD	22%	37%	47%	59%	55%	37%	41%	43%	39%	50%	37%	34%
30 SENEKAL	47%	50%	79%	94%	81%	44%	48%	50%	44%	61%	46%	76%

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 61%. Greater efforts and strict mechanisms still need to be implemented to improve the average collection rate.

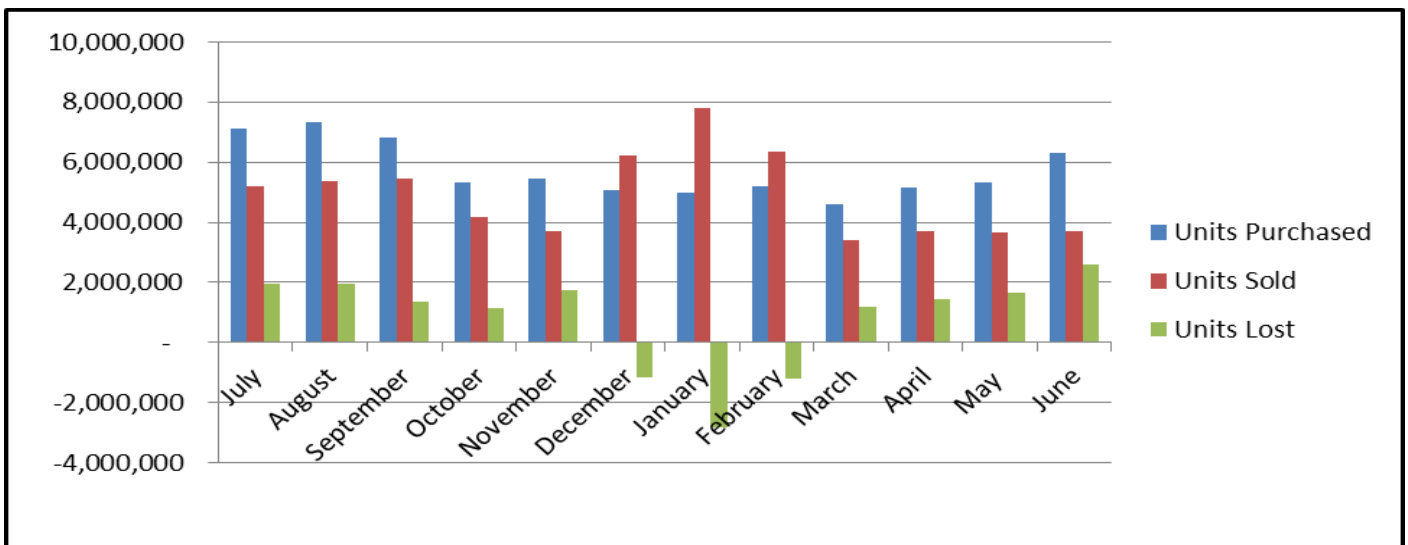
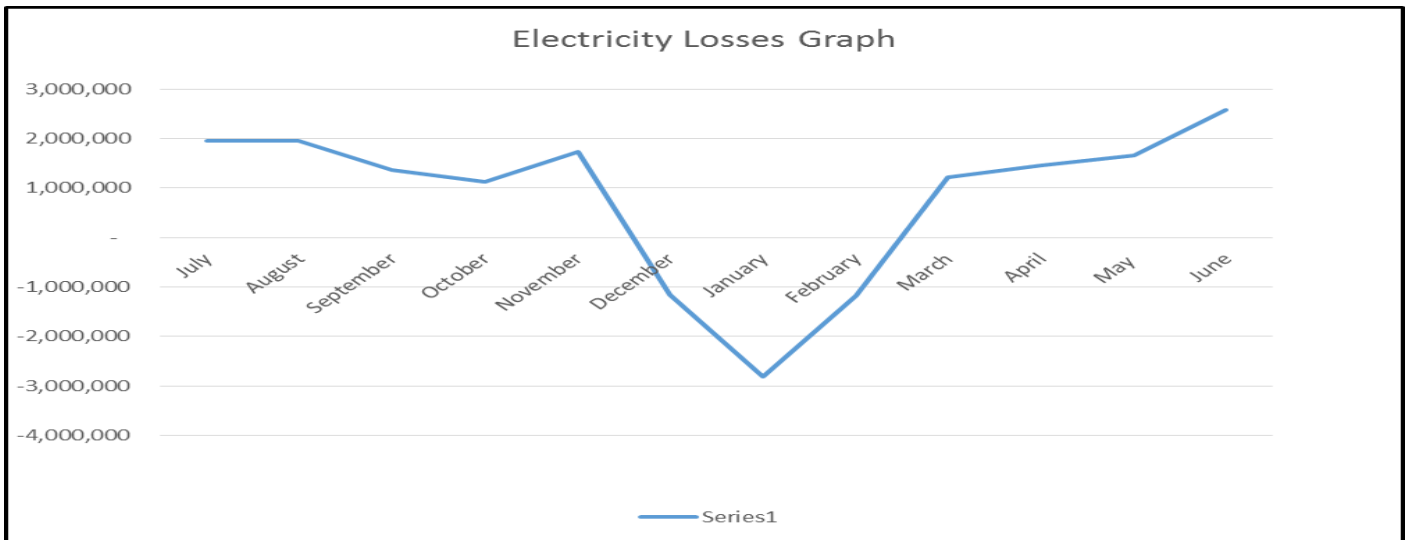
7.3 Payment Rate by Ward

The Treasury Services Department deleted this part of the reporting template and did not report on this area.

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%
October	5,319,206	4,192,925	1,126,281	21%
November	5,435,132	3,694,587	1,740,545	32%
December	5,084,544	6,232,226	-1,147,682	-23%
January	5,001,563	7,805,599	-2,804,036	-56%
February	5,175,615	6,357,183	-1,181,568	-23%
March	4,618,242	3,410,070	1,208,172	26%
April	5,152,412	3,694,243	1,458,169	28%
May	5,312,223	3,646,059	1,666,164	31%
June	6,286,656	3,701,653	2,585,003	41%
Total	68,654,512	58,730,088	9,924,424	14%

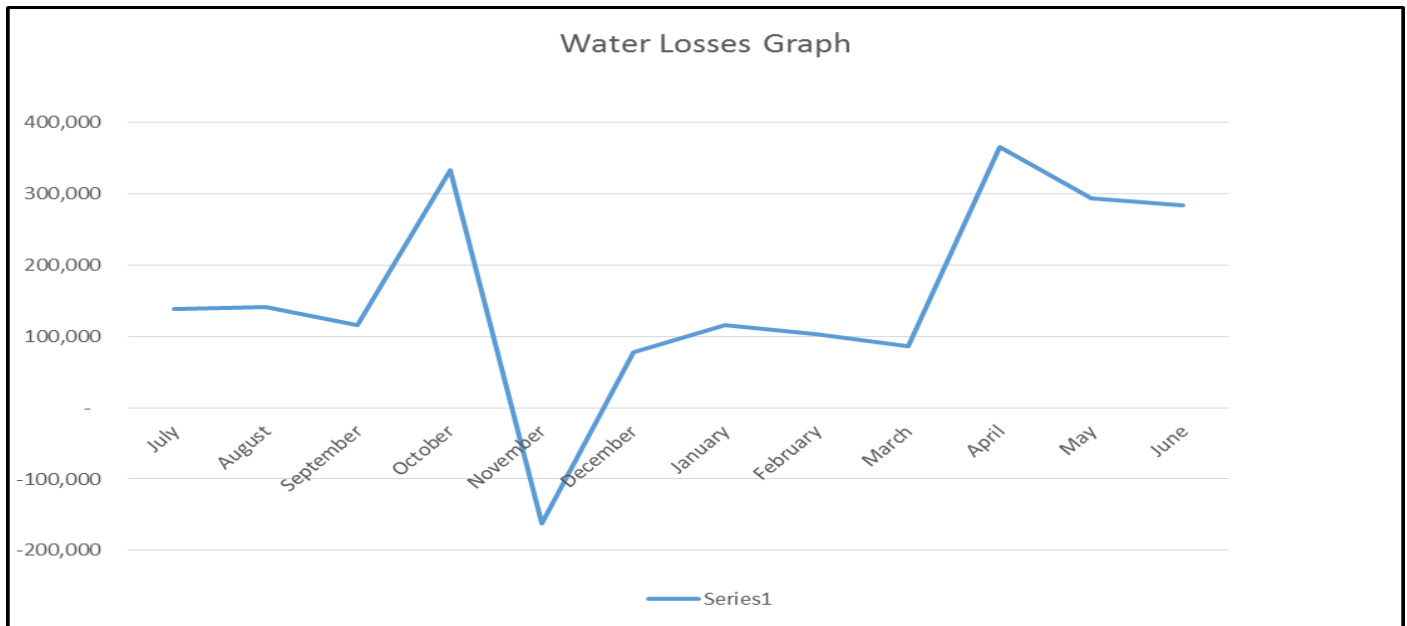
Percentage electricity losses account to an average of **14%** for year to date.

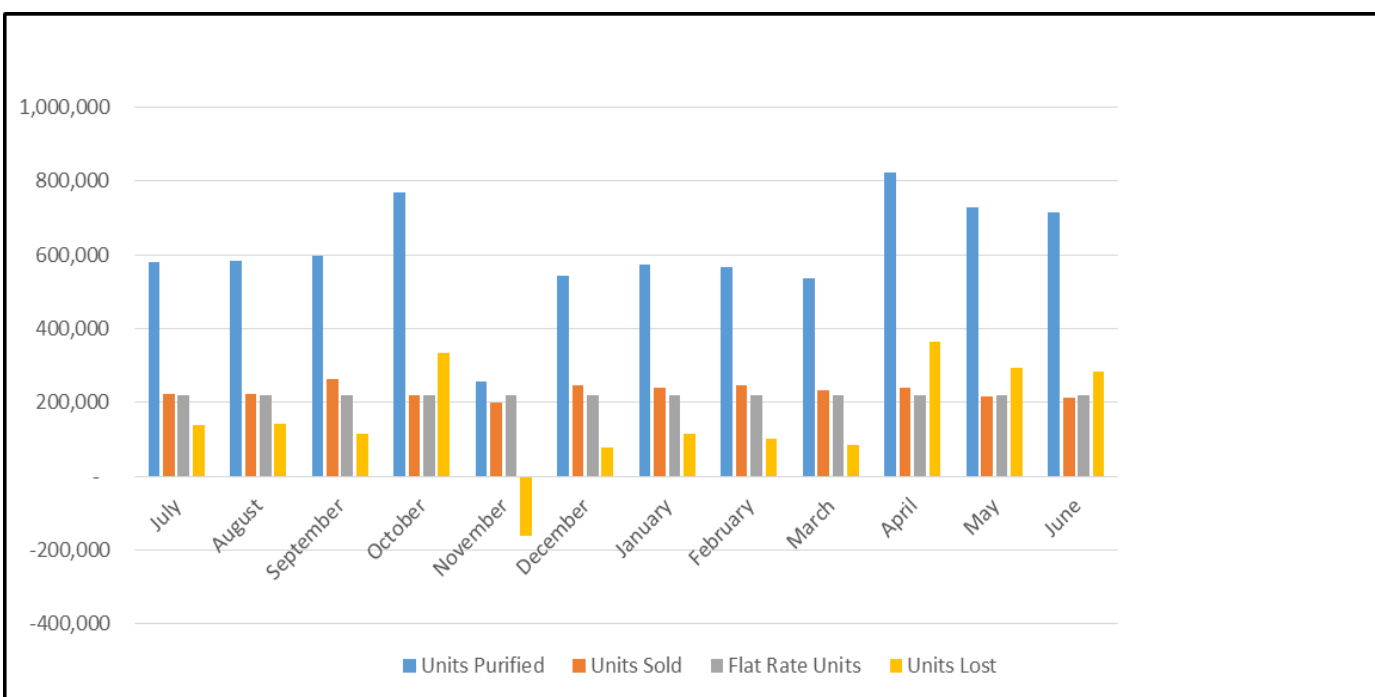


7.5 Water Losses

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%
October	770,590	218,751	218,673	333,166	43%
November	256,850	200,529	218,709	-162,388	-63%
December	543,640	246,967	218,637	78,036	14%
January	574,550	240,613	218,628	115,309	20%
February	568,300	246,882	218,682	102,736	18%
March	537,861	233,120	218,682	86,059	16%
April	824,331	240,355	218,682	365,294	44%
May	727,544	215,075	218,691	293,778	40%
June	714,099	212,326	218,763	283,010	40%
Total	7,279,506	2,764,900	2,624,166	1,890,440	26%

Percentage water losses account to an average of 26% for year to date and this include units consumed in township with a flat rate because meters are not read.



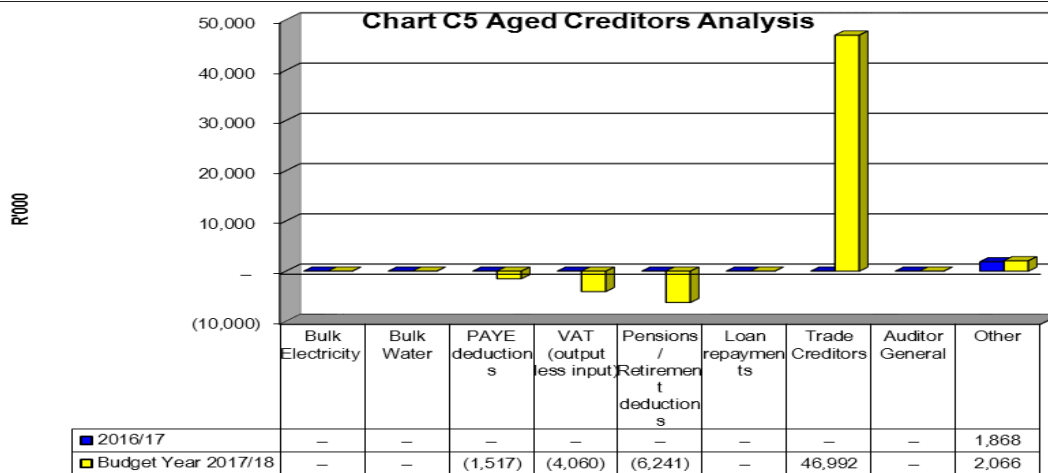


8. Outstanding Creditors Report-Table SC4

Below is the outstanding creditors per age amounting to R 37240 million. The biggest single contributor to the outstanding amount relates to trade creditors. The necessary arrangements has been made with affected creditors related to the delayed payment of services.

FS191 Setsoto - Supporting Table SC4 Monthly Budget Statement - aged creditors - June 2018

Description	Budget Year 2017/18								Total
	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	
R thousands									
Creditors Age Analysis By Customer Type									
Bulk Electricity	-	-	-	-	-	-	-	-	-
Bulk Water	-	-	-	-	-	-	-	-	-
PAYE deductions	(1,517)	-	-	-	-	-	-	-	(1,517)
VAT (output less input)	(2,884)	(631)	(61)	(32)	(54)	-	(13)	(385)	(4,060)
Pensions / Retirement deductions	(6,240)	-	-	-	-	-	-	(2)	(6,241)
Loan repayments	-	-	-	-	-	-	-	-	-
Trade Creditors	38,149	5,296	712	258	445	-	380	1,752	46,992
Auditor General	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	2,066	2,066
Total By Customer Type	27,509	4,666	651	226	391	-	366	3,431	37,240



FS191 Setsoto - Supporting Table SC2 Monthly Budget Statement - performance indicators - June 2018

Description of financial indicator	Basis of calculation	2016/17	Budget Year 2017/18			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
Borrowing Management						
Capital Charges to Operating Expenditure	Interest & principal paid/Operating Expenditure	0.4%	36.4%	35.7%	0.6%	2.6%
Borrowed funding of 'own' capital expenditure	Borrowings/Capital expenditure excl. transfers and grants	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital						
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision/ Funds & Reserves	4.3%	0.2%	0.2%	1.5%	1.5%
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity						
Current Ratio	Current assets/current liabilities	161.0%	0.0%	0.0%	870.8%	870.8%
Liquidity Ratio	Monetary Assets/Current Liabilities	1.6%	0.0%	0.0%	0.8%	0.8%
Revenue Management						
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing					
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	51.0%	0.0%	0.0%	81.7%	81.7%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	0.0%	0.0%	0.0%	0.0%	0.0%
Creditors Management						
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))					
Funding of Provisions						
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions					
Other Indicators						
Electricity Distribution Losses	% Volume (units purchased and generated less units sold)/units purchased and generated				14.0%	14.0%
Water Distribution Losses	% Volume (units purchased and own source less units sold)/Total units purchased and own source				26.0%	26.0%
Employee costs	Employee costs/Total Revenue - capital revenue	46.6%	45.2%	43.7%	38.5%	38.5%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Interest & Depreciation	I&D/Total Revenue - capital revenue	53.3%	55.8%	54.5%	0.9%	3.8%
IDP regulation financial viability indicators						
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year				897.0%	897.0%
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services				254.0%	254.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure				1.0%	1.0%

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 Borrowing

Vote number (Loan)	Loan Acc. No.	Institution	Average Interest rate	Loan number	Maturity date	Balance 2017-07-01	Capitalised / Received during the period	Interest for the period	Redeemed / written off during the period	Balance 2018-06-30
LONG-TERM LOANS										
255	13457	DBSA	16.75%	301	2020-06-30	999,389.32	72,045.53	84,386.79	134,433.01	937,001.84
015	101389	DBSA	11.36%	525	2024-12-31	4,667,209.88	251,743.21	267,276.40	203,583.93	4,715,369.16
Total Long-term loans						5,666,599.20	323,788.74	351,663.19	338,016.94	5,652,371.00

FINANCE LEASE									
Loan Acc. No.	Institution	Average Interest rate	Loan number	Maturity date	Balance 2017-07-01	Capitalised / Received during the period	Interest for the period	Redeemed / written off during the period	Balance 2018-06-30
89515381	ABSA	10.00%		2022-06-01	907,941.10	0.00	76,092.04	153,557.12	754,383.98
89514989	ABSA	10.00%		2022-06-01	655,660.78	0.00	54,949.11	110,889.81	544,770.97
89515861	ABSA	10.00%		2022-06-01	506,759.53	0.00	42,470.11	85,706.57	421,052.96
89516256	ABSA	10.00%		2022-06-01	1,364,536.83	0.00	114,358.08	230,779.68	1,133,757.15
89516272	ABSA	10.00%		2022-06-01	1,364,536.83	0.00	114,358.08	230,779.68	1,133,757.15
89645110	ABSA	10.00%		2022-07-01	2,385,877.67	26,800.27	184,807.29	374,501.68	2,038,176.26
89644009	ABSA	10.00%		2022-07-01	1,082,316.00	12,157.52	83,834.92	169,886.79	924,586.73
89644076	ABSA	10.00%		2022-07-01	1,082,316.00	12,157.52	83,834.92	169,886.79	924,586.73
89516795	ABSA	10.00%		2022-06-01	62,284.82	0.00	5,219.91	10,534.05	51,750.77
89516779	ABSA	10.00%		2022-06-01	62,284.82	0.00	5,219.91	10,534.05	51,750.77
89897519	ABSA	10.00%		2022-09-01	1,514,091.00	15,763.14	95,032.04	195,127.06	1,334,727.08
89882457	ABSA	10.00%		2022-09-01	3,381,207.84	36,127.97	309,558.79	435,868.11	2,981,467.70
89862260	ABSA	10.00%		2022-09-01	1,514,091.00	16,592.78	95,083.56	195,232.86	1,335,450.92
89645145	ABSA	10.00%		2022-08-01	2,385,877.67	18,302.62	166,542.98	340,051.02	2,064,129.27
85265501996	WESBANK	12.25%		2022-08-01	835,860.78	53,957.03	24,562.49	152,774.77	737,043.04
85265478490	WESBANK	12.25%		2022-09-01	1,311,797.77	84,894.36	38,654.79	229,402.74	1,167,289.39
85264693609	WESBANK	12.25%		2022-08-01	4,389,999.62	287,722.89	132,942.39	758,147.04	3,919,575.47
85264694308	WESBANK	12.25%		2022-08-01	4,389,999.62	287,722.89	132,942.39	758,147.04	3,919,575.47
85266334384	WESBANK	12.25%		2022-09-01	1,660,083.60	95,083.18	48,575.91	288,281.22	1,466,885.56
85266283448	WESBANK	12.25%		2022-09-01	1,660,083.60	95,083.18	48,575.91	288,281.22	1,466,885.56
85266284159	WESBANK	12.25%		2022-09-01	835,860.78	47,874.89	24,458.23	145,151.09	738,584.58
85265374058	WESBANK	12.25%		2022-09-01	1,311,797.77	84,894.36	38,654.79	229,402.74	1,167,289.39
	TOTAL FINANCE LEASE				9,474,514.38	51,115.31	765,144.37	1,547,056.22	7,978,573.47

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

9.2 Investment balances as at 30 June 2018

FS191 Setsoto - Supporting Table SC5 Monthly Budget Statement - investment portfolio - June 2018

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	2	5.2%	30	2	31
Estern FS Co-op	30 days	Short-term	30/06/2018	119	10.7%	1,117	119	1,236
FNB	30 days	Short-term	30/06/2018	105	0.4%	23,335	(23,305)	29
Sanlam	30 days	Short-term	30/06/2018	147	7.1%	2,066	147	2,213
Municipality sub-total				373		26,546	(23,037)	3,509

DESCRIPTION	CLOSING BALANCE	INTEREST- TO DATE
MONEY MARKET (Account Number: 62151783563)	R 9,245.28	R 648,201.11
MIG-INVESTMENT (Account Number: 6210540465)	R 10,000.00	R 841,111.90
BUSINESS CALL (Account Number: 6249046205)	R 10,000.00	R 152,770.49
TOTAL	R 29,245.28	R 1,642,083.50

The closing balances of call investments accounts amount to R 32,029 million as at the end of 30 June 2018. Interest accumulated on investments is R 1,642 million.

9.2 Bank balances as at 30 June 2018

DESCRIPTION	CLOSING BALANCE	INTEREST- TO DATE
PRIMARY BANK (Account Number: 62048092647)	R 298,587.03	R 195,461.94
TOTAL	R 298,587.03	R 195,461.94

The closing balance as at 30 June 2018 amounted to R 298 587 million.

DESCRIPTION	CLOSING BALANCE	INTEREST- TO DATE
MONEY MARKET (Account Number: 62151783563)	R 9,245.28	R 648,201.11
MIG-INVESTMENT (Account Number: 6210540465)	R 10,000.00	R 841,111.90
BUSINESS CALL (Account Number: 6249046205)	R 10,000.00	R 152,770.49
PRIMARY BANK (Account Number: 62048092647)	R 298,587.03	R 195,461.94
TOTAL	R 327,832.31	R 1,837,545.44

The total cash and cash equivalents has a positive balance of R 327 thousands, included in that balance is the primary bank account with the balance of R 298,587.

10. Financial Implications

The report for the quarter ending 30 June 2018 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 implantation of Revenue Enhancement Strategy.
- The above indicates that the Budget 2017/18 need to be revised and adjusted downwards accordingly in order to ensure the continuation of services in the municipality.

11. Performance Review Comments

The following defects have been identified in the report:

- Payment per ward has been deleted on the reporting template and replaced by payment per town; and
- There is no correlation between the water losses histogram and line chart.

12. Audit Assurance

The following findings were submitted for comment and correction:

- The graphs used for depicting the budget and actual to date does not reflect the correct picture for figures as contained in the tables;
- The payment percentage per month for April 2018 is 58%, May 2018 is 43% and June is 81%, and it is not as reflected in section 52(d) of the report as April 2018 being 54%, May 2018 being 53% and June 2018 being 89%;
- Payment per ward not reflected in the report;
- The electricity losses is 14% which is above the norm of between 7% and 10%; and
- The overall expenditure on conditional grants is 100% however the register from Department of Engineering Services show an expenditure on RBIG as at R 13 637 942,32 and there is a difference of R 1 362 057.68.

13. Recommendations

The following steps are recommended:

- The discrepancies and inconsistencies identified between the supportive documents and the section 52(d) Report for the Fourth Quarter 2017/2018 should be corrected before the report is submitted to council, by the responsible official, namely Mr. Van Tonder- Manager Budget and Reporting and be certified correct by the Chief Financial Officer-Mrs. Masisi M

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 Fourth Quarter 2017/2018 as well as the Top layer Service Delivery and Budget Implementation Plan Fourth Quarter 2017/2018 for the Fourth Quarter (01 April 2018 to 30 June 2018) 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 Mid-year and the Service Delivery and Budget Implementation Plan Mid-year. The Top Layer Service Delivery and Budget Implementation Plan Mid-year 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 Mid-year measure the achievement of performance indicators that have been determined with regard to operational service delivery within each department and have been aligned with the Top Layer Service Delivery and Budget Implementation Plan through activities and tasks. The Departmental Service Delivery and Budget Implementation Plans have been approved by the Municipal Manager.
- (e) The Quarterly Performance Assessment Report is structured to report on the five (5) Municipal Key Performance areas
- (f) The overall assessment of actual performance against targets set for the key performance indicators as documented in the Service Delivery and Budget Implementation Plan is illustrated in terms of the following assessment methodology:

Colour	Category	Explanation
	KPI Not Yet Measured	KPI's with no targets or actual results for the selected period
	KPI Not Met	Actual vs. target less than 75%
	KPI Almost Met	Actual vs. target between 76% and 99%
	KPI Met	Actual vs. target 100% achieved
	KPI Well Met	Actual vs. target more than 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 Fourth month on the 06th for update of the previous quarter month's actual performance as a control measure to ensure that performance is updated and monitored on a quarterly month's actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis.
- Have no access available to a quarter's performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a 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				
		Infrastructure and Service Delivery	Local Economic Development	Organisational Development and Transformation	Financial Viability and Management	Good Governance and Public Participation
	KPI Not Yet Measured	0	0	0	0	1
	KPI Not Met	17	2	8	11	26
	KPI Almost Met	19	0	0	7	2
	KPI Met	47	4	25	39	158
	KPI Well Met	1	0	0	2	4
	KPI Extremely Well Me	18	0	0	3	9
Total		102	6	33	62	200

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		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Integrated Development Plan and Performance Management Division																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of meetings held on the development of the IDP Review Process Plan	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of publication of the approved IDP Review Process Plan	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of uploads of the approved IDP review process Plan on the municipal website	3	3	3	3	0	0	0	0	0	0		Met		3	3
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Integrated Development Plan Community Representative Fora held	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of draft Integrated Development Plan submitted to Council for adoption	1	1	0	0	0	0	1	1	0	0		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Integrated Development Plan and Performance Management Division																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of credible and legally compliant Integrated Development Plan submitted to Council for approval	1	1	0	0	0	0	0	0	1	1		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of draft Integrated Development Plan submitted to Council for adoption	1	1	0	0	0	0	1	1	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Integrated Development Plan Assessment Reports	6	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Quarterly Reports submitted to Council	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Annual Performance Reports submitted to Auditor General of South Africa	1	1	1	1	0	0	0	0	0	0		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Integrated Development Plan and Performance Management Division																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of the Performance Assessment Reports	4	1	0	1	0	1	0	0	1	0	No assessments done for the year	Not Met	Correct key performance indicator	4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Annual Reports tabled to Council	0	1	0	0	0	0	1	1	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Annual Reports tabled to Council for consideration	1	1	0	0	0	0	1	1	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Municipal Public Accounts Committee consultative meetings held	4	4	0	0	0	0	4	4	0	0		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Municipal Public Accounts Committee meetings held	4	4	1	3	1	1	1	4	0	0		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Oversight Reports adopted by Council	1	1	1	1	1	1	1	1	0	0		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Integrated Development Plan and Performance Management Division																		
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of Progress Reports on the implementation of Back to Basic Principles Action Plan	0	4	0	0	0	0	1	1	1	0	Only one report submitted	Not Met		4	4	
	To provide strategic leadership to the strategic operational activities of the municipality	Number of progress report on the implementation of the Audit Report Action Plan	4	4	1	0	1	0	1	1	1	1	Only two reports submitted during the year	Not Met		4	4	
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Performance Management Systems adopted	1	1	0	0	0	0	0	0	1	1		Met				
	Internal Audit Unit																	
	To provide strategic leadership to the strategic operational activities of the municipality	Number of the approved Audit and Performance Audit Committee Charter and Internal audit Charter	2	2	2	2	0	0	0	0	0	0		Met				
	To provide strategic leadership to the strategic operational activities of the municipality	Number of approved Internal Audit Strategic Plans	1	1	1	1	0	0	0	0	0	0		Met		1	1	
	To provide strategic leadership to the strategic operational activities of the municipality	Number of approved Coverage Plan	1	1	1	1	0	0	0	0	0	0		Met		1	1	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Internal Audit Unit																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of covering letters on quarterly plans drafted	35	35	4	4	12	12	12	12	7	11		Met		35	35
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage on ad hoc audit conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Internal Audit Procedural Manual reviewed and approved	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Procurement Plan developed	1	1	1	1	0	0	0	0	0	0		Met		1	1
Internal Audit Unit																	
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of Attendance Registers; Leave and Overtime processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Quality Assurance and Improvement Programme reviewed	1	1	1	1	0	0	0	0	0	0		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of quarterly audit reports compiled and submitted	37	37	3	3	12	15	12	15	10	15		Well Met	The colour should be changed. The actual is 48 not 37	37	37
	To provide strategic leadership to the strategic operational activities of the municipality	Number of follow-up audit reports	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of exit reports based on interviews conducted	4	4	1	6	1	0	1	0	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of internal assessment reports	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Quality Assurance Reports of Audit and Performance Audit Committee compiled	5	4	1	1	1	1	1	2	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of quality assurance reports submitted on action plan	2	2	1	1	0	0	0	0	1	1		Met		2	2

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Internal Audit Unit																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of quality assurance reports compiled	4	4	1	4	1	1	1	0	1	1	The number reported is 1 not 12 as reflected by IDP/PMS Division	Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of resolution registers compiled	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of reports submitted to council	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of audit strategic meetings coordinated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Internal Audit Findings Control Registers compiled	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Information Communication Technologies, Communication and Customer Care Management																
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Information Communication Technology Steering Committee meeting held	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of security reports produced	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of registers updated	4	4	1	1	1	1	1	1	1	1	1	Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of email and internet maintenance reports produced	4	4	1	1	1	1	1	1	1	1	1	Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of information communication technology security policy reviewed	1	1	0	0	0	0	1	1	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of software licenses renewed and procured	5	5	2	2	0	0	1	1	0	0		Met		5	5

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Information Communication Technologies, Communication and Customer Care Management																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of CIBECS licenses renewed	200	200	0	0	0	0	0	0	200	250		Extremely	The target in the approved SDBIP is 200 and is for the fourth quarter	200	200
	To provide strategic leadership to the strategic operational activities of the municipality	Number of MICROSOFT volume license agreement renew	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Anti-malware and Anti-spyware licenses renewed	200	200	0	0	0	0	0	0	250	280		Extremely		200	200
	To provide strategic leadership to the strategic operational activities of the municipality	Number of IMPERO licenses renewed	200	200	0	0	0	0	0	0	200	250		Extremely		200	200
	To provide strategic leadership to the strategic operational activities of the municipality	Number of ePMS licenses renewed	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Disaster Recovery test conducted on HRS-Server	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Information Communication Technologies, Communication and Customer Care Management																
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Disaster Recovery test conducted on Barn-Owl Server	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Disaster Recovery test conducted on TERM-Server	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of public safety registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage external audit queries responded to within the required time frame	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage internal audit queries responded to within the required time frame	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage reduction of external and internal audit findings responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Information Communication Technologies, Communication and Customer Care Management																
	To provide strategic leadership to the strategic operational activities of the municipality	Number of monthly update of progress on audit action plan	2	2	1	0	0	0	0	1	1	1		Met		2	2
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of information uploaded	100%	100%	100%	100%	100%	100%	100%	100%				Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage effective information communication technologies, communication and customer care relations management systems	100%	100%	100%	100%	100%	100%	100%	100%				Met		100%	100%
	Risk Management Section																
	To provide strategic leadership to the strategic operational activities of the municipality	Number of reports to the Risk Management Committee	4	4	1	1	1	1	1	0	1	0		Not Met	The target for fourth quarter is 1	4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Assessment Report	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Risk Management Documents approved	5	5	0	0	0	0	5	5	0	0		Met		5	5

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Communication Services Section																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of communication survey reports submitted	0	1	0	0	0	0	0	0	1	1		Met		1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of scheduled interviews	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of Media Enquiries received	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	The target for the fourth quarter is 100%	100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Media Statement issued	12	12	3	3	3	3	3	3	3	3		Met		12	12
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of Announcement/N otices issued	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Number of themed awareness conducted	1	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality																

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Communication Services Section																
	To provide strategic leadership to the strategic operational activities of the municipality	Number of risk registers updated	4	4	1	1	1	1	1	1	1	0	Target and Actual not reported on	Almost	Target for fourth quarter is 1. No actual reported as section did submit POE	4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of information uploaded on the website	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide strategic leadership to the strategic operational activities of the municipality	Percentage of information uploaded on Facebook page	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Offices of the Speaker																
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Ward Plans development and approved	0	17	0	0	0	0	0	0	0	17		Not Met	Target for fourth quarter is 17. No actual reported as section did submit POE	17	17
	To provide strategic leadership to the strategic operational activities of the municipality	Number of ward committee meetings	0	4	1	1	1	1	1	1	1	0		Not Met	Target for fourth quarter is 1. No actual reported as section did submit POE	4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of training interventions for Ward Committees	4	4	0	0	0	0	2	2	2	0		Not Met	Target for fourth quarter is 2. No actual reported as section did submit POE	4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Offices of the Speaker																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of Public Participation Strategy developed and approved	1	1	0	0	1	0	0	0	0	1		Not Met	No actual reported as section did submit POE	1	1
	To provide strategic leadership to the strategic operational activities of the municipality	Number of visits to farms by the Speaker	0	4	1	0	1	0	1	0	1	1		Not Met	No actual reported as section did submit POE	4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of ward plans development and approved	0	17	17	0	0	0	0	0	0	0	Councillors were expected to submit them and we identified challenges in regard, the office will work on it to make sure that we have ward plans	Not Met		17	17
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Public Participation Strategy development and approved	1	1	1	1	0	0	0	0	0	0		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Offices of the Speaker																	
Good Governance and Public Participation	To provide strategic leadership to the strategic operational activities of the municipality	Number of visits to farms by the Speaker0	0	4	1	0	1	0	1	0	1	1	Due to budget constraints, we only managed to have one meeting during a fourth quarter.	Not Met		4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of ward committee meetings	0	204	51	0	51	0	51	0	51	0		Not Met	Annual target is 204. No actual reported as section did submit POE	4	4
	To provide strategic leadership to the strategic operational activities of the municipality	Number of Training of ward committees	0	4	1	1	1	1	1	1	1	0	Budget constraints	Not Met	Key Performance Indicator should reflect as a number. No actual reported as section did submit POE	4	4
		Number of Reports of Speaker to council on ward committees performance	0	4	1	1	1	1	1	1	1	1		Met	Key Performance Indicator should reflect as a number. No actual reported as section did submit POE	4	4

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

Colour	Achievement	Number
	KPI Not Yet Measured	0
	KPI Not Met	13
	KPI Almost Met	1
	KPI Met	66
	KPI Well Met	1
	KPI Extremely Met	3
Total		84

5.1.2 Performance Review Comments

At the end of the financial year, a total of **84** targets were set for the department, **13 (15.47%)** of the targets were not met, **1 (1%)** was almost met, **66 (78.57%)** were met, **1 (1%)** was well met and **3 (3.57%)** were extremely met)

The following were identified:

- Much improvement made with regard to alignment of the planned performance information and the reported performance information; and
- Some sections still delay the submission of POEs

5.1.3 Auditor's Comments

- Inconsistency on the Key performance indicators that were reflected in the revised approved SDBIP 2017 and reported in the section 52(d) report;
- The key performance indicator not reported on that is reflected on page 44 of the approved SDBIP – number of ward committee functional and Number of Imbizo held
- Key performance indicator reported twice in the section 52(d) report page 43 and 41.
- Key performance indicators that were reflected in the revised SDBIP on the section of top layer were not reported on.

5.2 DEPARTMENT OF CORPORATE SERVICES

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good governance and public participation	Administration and Council Support																
	Development of Corporate Services Excellence	Percentage of Planned Records Management Programmes Implemented	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of Awareness Workshop held	0	1	1	0	0	0	0	1	0	0		Met		1	1
	Development of Corporate Services Excellence	Number of Reports of Records Disposed	1	1	0	0	1	1	0	0	0	0		Met		1	1
	Development of Corporate Services Excellence	Number of Reports of Records Transfer	1	1	0	0	0	0	0	0	1	1		Met		1	1
	Development of Corporate Services Excellence	Percentage of Resolutions Implemented	93.24%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of Year plans compiled and circulated	1	1	0	0	0	0	1	1	0	0		Met		1	1
	Development of Corporate Services Excellence	Number of Council Meetings co-ordinated	4	4	1	2	1	3	1	3	1	3		Extremely		4	4
	Development of Corporate Services Excellence	Number of Mayco Meetings co-ordinated	12	12	3	5	3	3	3	4	3	4		Well		12	12
Development of Corporate Services Excellence	Number of Annual Analysis Reports on Attendance of Meetings by Councillors	1	1	0	0	0	0	0	0	1	1		Met		1	1	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Administration and Council Support																	
Good governance and public participation	Development of Corporate Services Excellence	Number of Quarterly Reports on Absenteeism compiled and submitted to the Speaker	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Development of Corporate Services Excellence	Number of Digital Recorder and Microphones Procured	1	1	0	0	0	0	1	0	0	0	Financial Constraints	Not		1	1
	Development of Corporate Services Excellence	Number of Laptops Procured and Replaced for members of MAYCO and Council	33	10	10	0	0	0	0	0	0	0	Financial Constraints	Not		10	10
	Development of Corporate Services Excellence	Number of Air cons installed in the Mayco Chamber in Ficksburg	0	1	0	0	1	0	0	0	0	0	Financial Constraints	Not		1	1
	Development of Corporate Services Excellence	Number of Updates to the Analysis Report	0	4	1	1	1	1	1	1	1	1		Met			
	Development of Corporate Services Excellence	Percentage of Complaints attended to in respect of Telephone and Reprographic Services and Systems	100%	100%	100%	100%	100%	98%	100%	98%	100%	109%		Well		100%	100%
	Development of Corporate Services Excellence	Number of New Telephones Services obtained and installed	2	2	1	2	0	0	1	1	0	1		Extremely		2	2
	Organisational Development and Transformation	Development of Corporate Services Excellence	Number of Deductions Lists submitted to salary	12	12	3	3	3	3	3	3	3	3		Met		12
Development of Corporate Services Excellence		Number of Reconciliation reviewed and submitted	12	12	3	3	3	3	3	3	3	3		Met		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Administration and Council Support																	
Good governance and public participation	Development of Corporate Services Excellence	Percentage of Cleaning Programmes Implemented	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of Cleaning Services Satisfaction surveys Conducted	1	1	0	0	0	0	1	0	0	1		Met		1	1
	Development of Corporate Services Excellence	Number of Analysis Reports on Satisfaction Survey compiled	1	1	0	0	0	0	0	0	1	1		Met		1	1
	Development of Corporate Services Excellence	Number of Bylaws / Policies Developed and Reviewed	19	2	0	0	0	0	0	0	2	0	Delayed submissions from departments on identified bylaws	Not		2	2
	Development of Corporate Services Excellence	Number of Bylaw submitted to Council for final adoption	19	2	0	0	0	0	0	0	2	0	Delayed submissions from departments on identified bylaws	Not		2	2
	Development of Corporate Services Excellence	Number of Reviewed PAIA Manual compiled and approved	1	1	0	0	0	0	1	1	0	0		Met		1	1
	Development of Corporate Services Excellence	Percentage of coordinated positions to fill	100%	100%	100%	100%	100%	0%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of labour requisitions finalized	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of positions filled	100%	100%	100%	100%	100%	100%	100%	60%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Human Resources Management																	
Organisational Development and Transformation	Development of Corporate Services Excellence	Percentage of interviews co-ordinated and finalized	100%	100%	100%	0%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of inductions conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of the effectiveness on administration of HRM	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of policies reviewed	100%	100%	100%	0%	100%	0%	100%	0%	100%	0%	Manager legal Services resigned	Not		100%	100%
	Development of Corporate Services Excellence	Percentage towards completeness of gathering inputs for review and adoption by council	100%	100%	100%	0%	100%	0%	100%	0%	100%	0%	Process only at tender stage at the end of the financial year	Not		100%	100%
	Development of Corporate Services Excellence	Percentage of employee benefits administered	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of terminations administered	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage of employee benefits updated	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Organisational Development and Transformation	Human Resources Management																
	Development of Corporate Services Excellence	Percentage of employees benefits campaigns conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage towards awareness made on health and safety at workplace	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	Long overdue vacancy of the OHS	Notr		100%	100%
	Development of Corporate Services Excellence	Number of assessments conducted	11	16	4	1	4	2	4	5	4	2	Long overdue vacancy of the OHS	Notr		16	16
	Development of Corporate Services Excellence	Number of workshops held	3	4	1	0	1	1	1	1	1	1		Met		4	4
	Development of Corporate Services Excellence	Percentage risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of risk registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Development of Corporate Services Excellence	Number of monthly update of progress on audit action plan	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Development of Corporate Services Excellence	Percentage internal and external audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
Development of Corporate Services Excellence	Percentage of cases managed and submitted to DOL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Organisational Development and Transformation	Human Resources Management																
	Development of Corporate Services Excellence	Percentage towards the effectiveness programmes conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	No referrals made	Not		100%	100%
	Development of Corporate Services Excellence	Percentage progress on programmes conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Percentage refer referrals made	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of Corporate Services Risk Registers developed	4	4	1	1	1	1	1	1	1	1		Met		100%	100%
	Development of Corporate Services Excellence	Number of monthly progress report on risk management	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Development of Corporate Services Excellence	Percentage external and internal audit queries responded to and addresses within the required timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of monthly progress report on the audit action plan	2	4	1	0	1	0	1	2	1	2		Met		4	4
	Development of Corporate Services Excellence	Percentage of Municipality's budget actually spent on implementing its workplace skills plan	100%	85%	25%	26%	25%	28%	15%	5%	20%	5%	Financial constraints	Not		100%	100%
	Development of Corporate Services Excellence	Number of WSP Implementation Plans compiled	1	1	0	0	0	0	0	0	1	1		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Human Resources Management																	
Organisational Development and Transformation	Development of Corporate Services Excellence	Number of the Skills Audit Programmes conducted	1	1	0	0	0	0	1	1	0	0		Met		1	1
	Development of Corporate Services Excellence	Number of ATR's compiled	1	1	0	0	0	0	0	0	1	1		Met		1	1
	Development of Corporate Services Excellence	Number of approved Workplace Skill Plan	1	1	0	0	0	0	0	0	1	1		Met		1	1
	Development of Corporate Services Excellence	Percentage of which employee are trained	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	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	8	1	7	1	7	1	High vacancy rate still to be filled	Not		29	29
	Development of Corporate Services Excellence	Percentage of employment equity target achieved	85%	100%	0	0	100%	0	0	0	100%	10%	High vacancy rate still to be filled	Not		100%	100%
	Development of Corporate Services Excellence	Number of Employment Equity Reports acknowledged by Department of Labour	1	1	0	0	0	0	1	1	0	0		Met		1	1
	Development of Corporate Services Excellence	Number of the Reports submitted to Management	8	12	3	2	3	3	3	1	3	3		Not		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Organisational Development and Transformation	Human Resources Management																
	Development of Corporate Services Excellence	Percentage of Reduction in Disciplinary Hearings	54%	5%	5%	5%	5%	5%	5%	5%	5%	5%		Met		5%	5%
	Development of Corporate Services Excellence	Number of the Awareness Campaigns staged	1	1	0	0	1	0	0	0	1	1		Met		1	1
	Development of Corporate Services Excellence	Percentage of the Labour Matters that were managed and finalised	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of the Monthly Labour Reports submitted to Management	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Percentage of Risk within a tolerable level	78%	80%	80%	80%	80%	80%	80%	80%	80%	80%		Met		90%	90%
	Development of Corporate Services Excellence	Number of Monthly Risk Reports updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Development of Corporate Services Excellence	Percentage of Internal and External Audit Queries responded to within the required timeframe.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of monthly update of progress on audit action plan	2	2	1	1	0	0	1	1	0	0		Met		2	2
	Development of Corporate Services Excellence	Number of Payroll processed on or before the 25th of every month	12	12	3	3	3	3	3	3	3	3		Met		12	12
Development of Corporate Services Excellence	Number of payroll.	12	12	3	3	3	3	3	3	3	3		Met		12	12	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Payroll Management Division																	
Organisational Development and Transformation	Development of Corporate Services Excellence	Number of documents received on time to do the capturing of data.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of reports on the compilation of documents that proof that balancing of all data are done and filed.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of record kept of exported documents and ensure filling of them for further reference and enquiries.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of data files transferred to the financial system in Finance.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of months that third parties are processed on or before the 3rd of every month.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of deduction lists and ensure it balances with our VIP system.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of documents received on time to do the capturing of data.	12	12	3	3	3	3	3	3	3	3		Met		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Payroll Management Division																	
Organisational Development and Transformation	Development of Corporate Services Excellence	Number of reports on the compilation of documents that proof that balancing of all data are done and filed.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Percentage of Leave processed.	100%	100%	25%	25%	25%	25%	25%	25%	25%	25%		Met		100%	100%
	Development of Corporate Services Excellence	Number of reports that all leave application are checked and signing off the vouchers and take the vouchers for capturing.	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Development of Corporate Services Excellence	Number of audit analysis conducted to measure the effectiveness of legal services on contingent liabilities	1	1	0	0	0	0	0	0	0	0	Legal Manager resigned and Contract Management Officer vacant	No		1	1
	Development of Corporate Services Excellence	Number of Contingent Liability Policy reviewed	1	1	1	1	0	0	0	0	0	0	Legal Manager resigned and Contract Management Officer vacant	No		1	1
	Development of Corporate Services Excellence	Number of contingent asset and liability registers compiled and reviewed	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Legal and Contract Management Division																	
Good Governance and Public Participation	Development of Corporate Services Excellence	Percentage of legal advice and opinions provided timeously within SLM	100%	100%	100%	0%	100%	100%	100%	100%	100%	0%	Legal Manager resigned and Contract Management Officer vacant	No		100%	100%
	Development of Corporate Services Excellence	Percentage of negotiated settlement warranted within SLM	25%	100%	100%	100%	100%	100%	100%	100%	100%	0%	Legal Manager resigned and Contract Management Officer vacant	No		100%	100%
	Development of Corporate Services Excellence	Percentage of eviction applications made for SLM	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%		Not		100%	100%
	Development of Corporate Services Excellence	Number of Audit analysis conducted to measure the effectiveness of contract management	0	1	0	0	0	0	0	0	1	1		Met		1	1
	Development of Corporate Services Excellence	Number of monthly contracts registers compiled and updated	12	12	3	3	3	3	3	3	3	3		Met		3	3

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Legal and Contract Management Division																	
Good Governance and Public Participation	Development of Corporate Services Excellence	Number of monitoring tools compiled for payment ired contracts within SLM	0	1	1	0	0	1	0	0	0	0	Legal Manager resigned and Contract Management Officer vacant	Not		1	1
	Development of Corporate Services Excellence	Number of corporate services policies developed and reviewed	27	8	2	0	2	0	4	0	1	0	Legal Manager resigned and Contract Management Officer vacant	Not		8	8
	Development of Corporate Services Excellence	Number of engagement sessions coordinated	27	4	1	0	1	0	1	1	1	0	Legal Manager resigned and Contract Management Officer vacant	Not		4	4
	Development of Corporate Services Excellence	Number of Updates to Policy Matrix	1	2	1	1	0	0	0	0	1	0	Legal Manager resigned and Contract Management Officer vacant	Not		2	2

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Legal and Contract Management Division																	
Good Governance and Public Participation	Development of Corporate Services Excellence	Percentage of Risk within a tolerable level	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		1005	100%
	Development of Corporate Services Excellence	Number of Monthly Risk Reports updated	4	4	1	1	1	1	1	1	100%	100%		Met		4	4
	Development of Corporate Services Excellence	Percentage of Internal and External Audit Queries responded to within the required timeframe.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Development of Corporate Services Excellence	Number of monthly update of progress on audit action plan	12	12	3	3	3	3	3	3	3	3		Met		12	12

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

Colour	Achievement	Number
	KPI Not Yet Measured	0
	KPI Not Met	8
	KPI Almost Met	0
	KPI Met	25
	KPI Well Met	0
	KPI Extremely Met	0
Total		33

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

Colour	Achievement	Number
	KPI Not Yet Measured	0
	KPI Not Met	9
	KPI Almost Met	0
	KPI Met	20
	KPI Well Met	2
	KPI Extremely Met	2
Total		33

5.2.3 Performance Review Comments

At the end of the financial year, a total of 66 targets were set for the department, 17 (25.75%) of the targets were not met, 45 (68.18%) were met, 2 (3.03%) was well met and 2 (3.03%) were extremely met)

5.2.4 Auditor's Comments

- Quarterly target and annual target that were not indicated in the revised approved SDBIP for two key performance indicators

5.3 DEPARTMENT OF TREASURY SERVICES

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Assets Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of Compliant Asset Registers as per GRAP requirement	75%	100%	100%	100%	100%	100%	100%	100%	100%	95%	Insurance Arrangement & Security Pledge	Almost		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of updates completed	12	12	3	3	3	3	3	3	3	3	None	Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of verification conducted	1	4	1	1	1	1	1	1	1	1	None	Met		4	4
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of reconciliations completed	12	12	3	3	3	3	3	3	3	2	June is outstanding, due to system conversion	Almost		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Assets Management Division																		
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of mitigated risks	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	None	Met		100%	100%	
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of Internal and External Audit queries responded to and addressed	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	None	Met		100%	100%	
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Review capital infrastructure investment policy reviewed and approved	1	1	0	0	0	0	0	0	0	1	0	Approval will only be obtained on 31 July 2018 during the council meeting	Not Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Asset Management Policy reviewed and approved	1	1	0	0	0	0	0	0	0	1	0	Approval will only be obtained on 31 July 2018 during the council meeting	Not Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Assets Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Asset Disposal & Laptop and other Electronic Device Policy reviewed and approved	0	1	1	0	0	0	0	0	1	0	Approval will only be obtained on 31 July 2018 during the council meeting	Not Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of reports on the percentage of actual spent on asset over approved budget	0	4	1	1	1	1	1	1	1	1	None	Met		4	4
Budget and Reporting Division																	
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of mSCOA compliant draft budget submitted	1	1	0	0	0	0	1	1	0	0	KPI Met	Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of mSCOA compliant final budget submitted	1	1	0	0	0	0	0	0	1	1	KPI Met	Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Budget and Reporting Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of mSCOA compliant adjustment budget submitted	1	1	0	0	0	0	1	1	0	0	KPI Met	Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage reporting in relation to spending within the approved budget	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	KPI Met	Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of section 71 reports submitted	12	12	3	3	3	3	3	3	3	3	KPI Met	Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Mid-year Budget and Performance Assessment reports submitted	1	1	0	0	0	0	1	1	0	0	KPI Met	Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Budget and Reporting Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of section 52 (d) submitted	4	4	1	1	1	1	1	1	1	1	KPI Met	Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of GRAP compliant Annual Financial Statements submitted to the Office of the Auditor General	2	1	1	1	0	0	0	0	0	0	KPI Met	Met		2	2
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Budget related policies reviewed and approved	3	3	0	0	0	0	0	0	3	3	KPI Met	Met		3	3
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage debt coverage ratio	80%	80%	80%	1106%	80%	132%	80%	207%	80%	89%		N Met		80%	80%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Budget and Reporting Division																		
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage outstanding service debtors ratio	103%	103%	103%	313%	103%	302%	103%	284%	103%	254%		Not Met		103%	103%	
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage cost coverage ratio	1%	1%	1%	144%	1%	25%	1%	141%	1%	1%	KPI Met	Not Met		1%	1%	
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of audit opinion received	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	KPI Met	Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	KPI Met	Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Budget and Reporting Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage responded to external and internal audit queries and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	KPI Met	Met		100%	100%
Supply Chain Management Division																	
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of signed off annual procurement plans submitted	1	1	0	0	0	0	0	0	1	1	KPI Met	Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of quarterly updates of procurement plans submitted	4	4	1	1	1	1	1	1	1	1	KPI Met	Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of progress reports in respect of tender processes reported monthly to Finance Committee	12	12	3	3	3	3	3	3	3	3	KPI Met	Met		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Supply Chain Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of workshops held with internal and external stakeholders on Supply Chain Management Policy and processes	9	9	5	0	4	0	0	2	0	1	External Stakeholders prioritised. Due to strikes only 3 of the 4 was conducted	Not Met		9	9
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of store rectification plans approved	1	1	1	0	0	0	0	0	0	0	Cancelled due to cash constraint. A revised approach is discussed with IA	Not Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of stock takes conducted	4	4	1	1	1	1	1	1	1	1	KPI Met	Met		4	4
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of reports on the implementation of Supply Chain Management to the Executive Mayor and Finance Committee	16	4	1	1	1	1	1	1	1	1	KPI Met	Met		90%	90%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Supply Chain Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage bids administered	100%	100%	100%	90%	100%	90%	100%	90%	100%	90%	Some bids could not proceed due to cash and other factors	Almost		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of credible supplier database	1	1	0	0	0	0	0	0	1	1	KPI Met	Met		1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of assessed vendor performance with project managers	100%	100%	100%	0	100%	0	100%	0	100%	0	Manager's sign of on invoices as service was satisfactorily done. Projects have certificates	Not Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of quarterly update on the credible supplier database	4	4	1	1	1	1	1	1	1	1	KPI met	Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Supply Chain Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of updated contract register placed on the municipal website	4	4	1	1	1	1	1	1	1	1	KPI Met	Met		4	4
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of monthly update on progress on implementation of Audit Action Plan 2015/2016	4	4	1	1	1	1	1	1	1	1	KPI Met	Met		4	4
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of internal and external audit queries responded to and addresses	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%	KPI Met	Met		90%	90%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of updates on the risk register	4	4	1	0	1	1	1	1	1	1	KPI Met	Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Financial Viability and Management	Expenditure Management Division																
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of creditors' accounts reconciled	88%	90%	90%	88%	90%	86	90%	83%	90%	91%	Creditors statements outstanding	Well Met		90%	90%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of invoices paid	81%	81%	81%	80%	81%	85%	81%	81%	81%	70%	The negative cash flow challenge also has a negative impact on percentage achieved as creditors are not paid timeously	Almost		82%	82%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of incidents of Irregular, Fruitless and Wasteful Expenditure reviewed and refined	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of reports printed from online banking to be cleared	47	48	12	12	12	12	12	12	12	12		Met		48	48

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Expenditure Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Cash Flow Reports	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of risk registers updated	4	4	1	1	1	1	1	1	1	1		Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of insurance claim reports	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage issues responded to and addressed raised by PROPAC and MPAC		100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	Actual not reported on.	100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Financial Viability and Management	Expenditure Management Division																
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of external and internal audit issues addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Quarterly submission of Reports	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of progress reports on the implementation of Audit Action Plan 2016/2017	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Revenue Management Division																
Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage payment rate on monthly billing	80%	80%	75%	42%	80%	42%	80%	73%	80%	66%	No achieved	Not Met		80%	80%	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Financial Viability and Management	Revenue Management Division																
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Quarterly submission of Risk report & mitigate	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of monthly billing conducted		12	3	3	3	3	3	3	3	3		Met	KPI - Number of monthly billing authorisation conducted	12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of balanced reports generated	12	12	3	3	3	3	3	3	3	3		Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number authorized billing runs	12	12	3	3	3	3	3	3	3	3		Met		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Revenue Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Revenue Enhancement Strategies approved	1	1	0	0	0	0	0	0	1	0	Process to be finalised	Not Met	Target for first quarter should be 1 not 0 and for fourth quarter should be 0 not 1.	1	1
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of reports send to electricity and water division on faulty water meters		12	3	3	3	3	3	3	3	3		Met		12	12
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of Indigent registration earning less than 3200 per month with access to free basis services	6 833	7 000	2 000	2 363	4 500	4909	6000	5880	7000	6391	609 short of the target. Intensified campaign for 2018/19	Almost	Key performance indicator is in percentage however the target and actual are in number.	7 000	7 000
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of meetings	4	4	1	0	1	0	1	0	1	8		Extremely		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Revenue Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of customer queries resolved within three working days	60%	75%	75%	0	75%	8	75%	0	75%	68%		Almost		75%	75%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of daily cash banked	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	Disciplinary investigations done on non-banking	Almost		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage Implementation of valuation roll	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage monthly updates according to deeds office	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Revenue Management Division																	
Financial Viability and Management	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of households disconnected as per the disconnection list	70%	80%	80%	80%	80%	88%	80%	67%	80%	85%		Well Met		80%	80%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of Revenue policies reviewed and approved	5	5	0	0	0	0	0	0	5	5		Met		5	5
Good Governance and Public Participation	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Percentage of External and Internal Audit queries responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality)	Number of progress reports on the implementation of Audit Action Plan 2016/2017	4	4	1	0	1	0	1	0	2	7		Extremely		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good	Revenue Management Division																
Governance and Public Participation	Sound financial management (The planning, directing, monitoring and controlling of the monetary resources of the municipality	Number of reports on the enhanced intervention on identified risks to mitigate risk	4	4	0	0	0	0	2	0	0	0		Not Met		4	4

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

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	11
	KPI Almost Met	7
	KPI Met	39
	KPI Well Met	2
	KPI Extremely Met	3
Total		62

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

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	1
	KPI Almost Met	0
	KPI Met	1
	KPI Well Met	0
	KPI Extremely Met	1
Total		3

5.3.3 Performance Review Comments

At the end of the financial year, a total of **65** targets were set for the department, **12 (18.46%)** of the targets were not met, 7 (10.76) were almost met, 40 (**61.53%**) were met, **2 (3.07%)** was well met and 4 (**6.15%**) were extremely met)

5.3.3 Auditor's Comments

- Key performance indicators that were not reported on in the section 52(d) report however are appearing in the revised approved SDBIP.
- Inconsistency on the Key performance indicators that were reflected in the revised approved SDBIP 2017 and reported in the section 52(d) report

5.4 DEPARTMENT OF ENGINEERING SERVICES

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Fleet Management Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage to which vehicles are made available for provision of services	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Target achieved	Met		100%	100%
	To provide efficient competitive effective sustainable economic infrastructure network and service delivery	Number of vehicles allocated	94	94	89	65	89	65	89	65	89	94	Target achieved	Met	The annual target is 89 not 94.	94	94
	To provide efficient competitive effective sustainable economic infrastructure network and service delivery	Number of vehicles licensed and registered	94	94	94	19	94	19	94	19	94	12	Target not achieved. Only 12 vehicles needed licensing.	Not Met	The annual target is 89 then first quarter is 19, second quarter is 10, third quarter is 30 and fourth quarter is also 30. The actual for second quarter is 9 then for first quarter is 49.	94	94

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Fleet Management Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of fuel schedules in all units	94	39	94	36	94	36	94	36	94	40	Target over achieved. Two fuel schedules were submitted in one week due to financial year-end.	Extremely	The annual target is 156 not 39 and the quarterly target is 39 not as indicated.	94	94
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage to which vehicles are made available for provision of services	45%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Target achieved.	Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of vehicle related insurance claims processed	0%	100%	100%	0%	100%	0%	100%	0%	100%	0%	Target achieved	Met	Target is not achieved therefore the colour code should be change and there is no POE.	100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage on service/maintenance on vehicles	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Target achieved.	Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Service Delivery and infrastructure	Project Management Unit																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the Construction of the New Multipurpose Indoor Sport Centre in Matwabeng Senekal/Matwabeng	70%	30%	10%	0%	20%	0%	0	87%	0%	97%		Extremely		0%	0%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the development of the water network on 1110 site with water Marquard/Moemaneng	20%	80%	20%	0%	40%	0%	60%	72%	80%	80%		Met		80%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the 3km paved road and stormwater drainage in Marquard/Moemaneng	50%	50%	10%	42%	15%	98%	25%	100%	0%	0%	Project completed (The quarterly targets are not Accumulative whilst the actuals are accumulative. This need to be addressed in the next financial year	met		50%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Project Management Unit																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the 3km paved road and stormwater drainage in Clocolan/ Hlohlohwane	5%	95%	20%	20%	35%	35%	50%	64.3%	95%	80%	Underground spillages, strikes and poor workmanship	Almost		95%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the sewer network on 1110 ERF stand in Marquard/ Moemaneng	10%	90%	65%	68%	65%	68%	65%	68%	90%	69%	Encountered rock on site	Almost	The target for first quarter is 20%, second quarter is 45%	95%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on the Upgrading of the bulk water supply in Senekal/ Matwabeng	50%	50%	45%	0%	45%	0%	45%	0%	0%	0%	The project will be implemented after DWS has approved the implementation plan	Not Met		50%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on Upgrading of Van Soelen in Meqheleng/ Ficksburg	0%	45%	5%	5%	10%	15%	20%	45%	10%	60%	(The quarterly targets are not Accumulative whilst the actuals are accumulative . This need to be addressed in the next financial	Met	The target for third quarter is 25% and for fourth quarter is 45%	50%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Service Delivery and infrastructure	Project Management Unit																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress made on Conversion of 969 VIP into waterborne sanitation system	0%	50%	20%	0%	20%	0%	20%	0%	0%	0%	The project has been pushed down the priority list due to the absence of Bulk Sewer Infrastructure.	Not Mwt	The target for first and second quarter is 0%, for fourth quarter is 50%	50%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage progress made on upgrading of the sport facility in Ficksburg/Meq heleng	0%	100%	0%	0%	45%	0%	100%	0%	2%	2%	The delay was as a result of the late approval from the sector	Not Mwt	The target for second quarter is 0%, third quarter is 45% and for fourth quarter is 100%. There is no evidence in the relating to 2%.	50%	100%
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of divisional reports generated	12	12	3	3	3	3	3	3	3	3		Met		12	12

			Baseline		First Quarter	Second Quarter	Third Quarter	Fourth Quarter								2018/2019	2019/2020
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Key Performance Area	Planning Statement	Key Performance Indicator		Annual Target	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Comment On Variance	Performance Review Comments	Audit Assurance Comments	Target	Target	
Good Governance and Public Participation	Project Management Unit																	
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of business plans submitted for funding	9	6	9	3	7	2	1	2	1	2	2	Well		The target for each quarter is 3 not 2.	12	12
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Asset Management reports	4	4	1	0	1	0	1	1	1	1		Almost	The target for each quarter is 3 not 1. And annual target is 12. Actual is zero.	4	4	
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MIG monthly reports	12	12	3	3	3	3	3	3	3	3		Met		12	12	
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MIG quarterly reports	4	4	1	1	1	1	1	1	1	1		Met		4	4		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Project Management Unit																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MIG Annual reports	1	1	0	0	0	0	0	0	1	1		Met		1	1
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of DWS monthly reports	12	12	3	3	3	3	3	6	3	3		Met		12	12
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of DWS quarterly reports	8	8	2	2	2	2	2	2	2	2		Met	Target for first, second and third quarter is 0 not 2 per each quarter.	8	8
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of DWS Annual reports	2	1	1	1	0	0	0	0	0	0		Met	Target for first quarter 0 not 1, for fourth quarter is 1 not 0 as indicated.	1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Project Management Unit																		
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of site visits	40	13	5	5	5	5	3	20	5	17		Extremely	The annual target is 27, the first quarter 4, second 6, third is 6 and fourth is 11. Actual is zero.	13	13	
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No of site meetings attended	33	14	5	5	5	5	4	15	6	14		Extremely	Not reflected in the approved SDBIP.	14	14	
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Professional registration with ECSA	0	2	0	0	0	0	0	0	0	2	0	Awaiting the LGSETA's approval and implementation schedule	Not Met		2	2
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of business plans submitted for funding	6	9	2	3	3	3	2	1	2	2	2		Met	The target for first quarter is 3 and second quarter 2.	9	9

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Project Management Unit																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No of EPWP beneficiaries	1200	1 037	154	0	154	0	154	0	0	10	Business Plans submitted were based on the BEP which then encountered financial constraints	Not Met	The first quarter is 397 and second quarter is 486.	1 037	1 037
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of registers updated	4	4	4	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of risk assessments conducted on projects	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Project Management Unit																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of risk assessments conducted on projects	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
Electricity Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Erven Electrified at Clocolan skeleton park	0	205	0	0	0	0	0100	0	105	265		Met	The annual target is 205, third quarter target is 100 and fourth quarter is 105.	265	265
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of streetlights & High mast lights Repaired/ Replaced	410	500	125	278	125	342	125	307	125	245		Extremely		500	500
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of new public lights Installed	3 263	100	25	9	25	7	25	7	10	1	Due to financial constraints we could not install the other 76 areas as initially plan	Not Met		176	100

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Electricity Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of substations maintained	1	1	0	0	0	0	1	0	0	1		Met	The fourth quarter is 1 not zero. Then annual target 2 not 1.	2	2
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of sub & mini substations cleaned	95	100	25	47	25	49	25	57	25	45		Extremely		100	100
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Kilometre of HV & LV network repaired/replaced	5	7	1	0.125	2	0.6	2	0.58	2	4.367	Due to financial constraints the target was not achieved	Almost		7	7
Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Standing Committee Reports generated	12	12	3	3	3	3	3	3	3	3		Met		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
					Electricity Division												
Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No. of Energy forum meeting attended	4	4	1	1	1	1	1	1	1	1		Met		4	4
	Electrification of even	Number of quarterly updates on progress on Audit Action Plan	8	8	2	2	2	2	2	2	2	2		Met		4	4
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of final readings captured.	100%	100%	100%	0%	100%	0%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of electricity disconnections & connections	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Electricity Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of risk register updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of external audit queries responded to and addressed within time frame	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of internal audit queries responded to and addressed within time frame	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met			
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of internal audit queries responded to and addressed within time frame	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Electricity Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage reduction of external and internal audit findings responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Unit Meetings reports generated	8	16	4	2	4	7	4	4	4	5		Well Met		8	8
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of sites allocated	1 075	160	40	0	40	0	40	0	40	0	No new township development and the site allocation committee did not sit.	Not Met		200	200
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of files opened	2888	160	40	0	40	0	200	299	40	11	Adopted a programme to address the KPI	Extremely	The third quarter target is 40 not 200. The POE is 12 not 11.	160	160

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Urban Planning and Land Use Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Title Deeds issued	674	200	50	0	50	0	100	119	50	114	Support from National and provincial governments to drive the initiative	Extremely	The third quarter target is 50 not 100. The POE is 109 not 114.	200	200
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress of Formalization of Katlehong 1 and 2 informal settlement.	0	85%	15%	10%	15%	15%	35%	30%	20%	15%	The application will serve in the next MPT meeting	Almost		85%	85%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of progress of Formalization of Oustad informal settlement.	0	85%	15%	10%	15%	15%	35%	30%	20%	15%	The application will serve in the next MPT meeting	Almost		85%	85%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of reviewed and approved Housing Sector Plan	1	1	1	1	0	0	0	0	0	0	Service provider did not complete the project	Not Met	Key performance indicator reflected as Number of sector plans reviewed/adopted. The target for first quarter is 0 not 1 and for fourth target is 1 not 0.	1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				9	0
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Urban Planning and Land Use Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of adopted SPLUMA compliant Spatial Development Framework	1	1	1	1	0	0	0	0	0	0	Service provider did not complete the project	Not Met	Target for first quarter is 0 not 1 and for second quarter target is 1 not 0.	1	1
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Municipal Planning Tribunal Seating held	4	4	1	0	1	0	1	1	1	0	No land development application ready to serve on MPT	Almost		4	4
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of illegal land use reports	0	8	2	2	2	2	2	1	2	2	No illegal land use activities reported in the third quarter	Almost		8	8
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of zoning certificates Issued	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Urban Planning and Land Use Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of land development applications developed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of liquor registration applications processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of building plans processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of quality control and site inspection on formal structures conducted	371	50	15	299	10	220	15	158	10	128	Additional Building Inspectors appointed and adopted a programme to enhance service delivery	Extremely	The POE is 128.	50	50

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Urban Planning and Land Use Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of inspections conducted on Municipal Properties	24	10	3	2	2	2	3	4	2	5	Additional Building Inspectors appointed and adopted a programme to enhance service delivery	Extremely	The third target 2 not 3 and for fourth quarter is 3 not 2. The POE is 4	10	10
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of inspections and building notices issued	110	60	15	9	15	0	15	6	15	8	Official do not have Peace Officer accreditation to issue notices	Not		60	60
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of fora attended	4	4	1	0	1	0	1	1	1	1		Met	The annual target is 12 not 4. The target for each quarter is 3 not 1.	4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Standing committee reports	24	12	3	3	3	3	3	3	2	3	3		Met		12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Urban Planning and Land Use Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of units reports generated	4	4	1	1	1	1	1	1	1	1		Met	The annual target is 12 not 4. The target for each quarter is 3 not 1. The POE is 2.	4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Consultations conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of risk register updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of external audit queries responded within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Urban Planning and Land Use Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of internal audit queries responded within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage reduction of internal and external audit queries findings	75%	90%	90%	90%	90%	90%	90%	90%	90%	90%		Met		90%	90%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Standing committee reports	24	12	3	3	3	3	3	2	2	2		Met	Duplicated.	12	12
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of units reports generated	4	4	1	1	1	1	1	1	2	2		Met	Duplicated.	4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Service Delivery and Infrastructure	Urban Planning and Land Use Division																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Consultations conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	Duplicated.	100%	100%
	Roads and Stormwater Division																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	m ² of Potholes Repaired	17 025	5 000	2 500	5457.9	2500	8517.96	0	8921.92	0	15546.74	Received support from PMU to get material	Extremely	Key performance indicator is reflected as Square metres of potholes repaired	5 000	5 000
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Kilometre Road Re-Sealed	0	0	8.73	0	0	0	0	0	0	0	Utilise material carried over from previous financial year	Extremely	Key performance indicator not reflected in the approved SDBIP.	0	0
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Bollards Installed	7	12	3	0	3	0	3	0	3	0	Unavailability of material due to financial constraints	Not Met		12	12	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Roads and Stormwater Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Speed Hump installed	4	9	2.25	0	2.25	2	2.25	1	2.25	0	Unavailability of material due to financial constraints	Not Met	The annual target and quarterly target not indicated in the revised SDBIP.	9	9
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Kilometre of roads Re-gravelled	101.735	35	8.75	12.096	8.75	27.425	8.75	26.388	8.75	22.444	Acquisition of yellow fleet	Extremely		35	35
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Kilometre of channel cleaned/Repaired	58.52	20	5	8.163	5	8.771	5	12.033	5	4.621	Received support from PMU	Extremely	Key performance indicator not in the SDBIP.	20	20

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Roads and Stormwater Division																	
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Kerb-Inlet/catch pit Cleaned/Re paired	418	160	40	92	40	135	40	103	40	86	Received support from PMU	Extremely	Key performance indicator not in the SDBIP.	160	160
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Kilometre of sidewalks maintained	8.214	2	0.5	1.432	0.5	2.476	0.5	6.905	0.5	2.994	Received support from PMU	Extremely	The annual target is 4 not 2. Quarterly target each is 1 not 0.5	2	2
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No. of Report generated	12	12	3	3	3	3	3	3	3	3		Met		12	12
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No. of Report generated	16	16	4	4	4	4	4	4	4	4		Met		16	16

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Roads and Stormwater Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of risk register updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
Service Delivery and Infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of External queries responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%				Met		100%	100%
	Water and Sewer Services- Bulk Division																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Volume of Water to be purified (Ml)	5332	5 332	2157	1762	2157	1664	2157	1 935.78	2157	2265.97	Due to increased rain and good weather	Extremely	Not reflected in the revised approved SDBIP.	357 126	357 126

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Roads and Stormwater Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Volume of Flocculent to be used (l)	357 126	357 126	35 044	50 089	35 044	76 232	35 044	62 783	35044	86860	Due to rainy season and sometimes low levels of water more chlorine was used to ensure the safety of communities	Extremely	Not reflected in the revised approved SDBIP.	357 126	357 126
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Volume of Chlorine to be used (kg)	23 862	23 862	5 049	7 547	5 049	6 449	5 049	4 480	5049	6000	Due to pipe burst more chlorine was used to ensure the safety of communities	Extremely	Not reflected in the revised approved SDBIP.	23 862	23 862
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Water quality compliance reports	1 141	1 141	286	296	286	273	286	247	286	242	Due to financial constraints we could not acquire equipment and tools for the laboratory	Almost	Not reflected in the revised approved SDBIP.	1 141	1 141

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services- Bulk Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of full SANS 241 analysis reports generated	2	2	0	0	1	1	0	0	0	0	Due to financial problems we could not afford the services of an accredited service provider	Not Met	Not reflected in the revised approved SDBIP.	2	2
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Water Quality operation monitoring analysis conducted	8 151	2 038	1 597	2 039	1 259	2 039	2039	1361	2034	2116		Well	Not reflected in the revised approved SDBIP.	8 151	8 151
	Number of Reservoirs safety inspections conducted	192	192	48	48	128	48	127	48	233	48	208	Due to the breakdown of telemetric system, a lot of inspection we done	Extremely	Not reflected in the revised approved SDBIP. Key performance indicator reflected under column planning statement	192	192
	Number of Dam Inspections performed	192	192	48	48	48	48	46	48	147	48	119	Breakdown of pups from the abstraction points we had to utilised the dams more often	Extremely	Not reflected in the revised approved SDBIP. Key performance indicator reflected under column planning statement	192	192

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services- Bulk Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Mega litre of Waste water treated	1865	750	524	525.381	535	586.198	502	487.835	304	112.110	Uncontrolled spillages	Almost	Not reflected in the revised approved SDBIP. Key performance indicator reflected under column planning statement	48	48
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of quality compliance reports	922	922	231	204	231	186	231	207	229	211		Almost	Not reflected in the revised approved SDBIP.	922	922
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Volume of Chlorine (kg) to be used/dosed (Effluent E.coli dependent	3 203	3 203	800	1 015	800	1 245	800	974	800	849	Inefficiency of Waste Water treatment Works, particularly in Senekal and Ficksburg	Extremely	Not reflected in the revised approved SDBIP.	3 203	3 203
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Water Service Development Plan (WSDP) completed	1	1	0	0	0	0	1	1	0	0		Met	Not reflected in the revised approved SDBIP.	1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services- Bulk Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of license applications WWTW (as per Reg.17) successful	4	4	0	0	0	0	4	0	0	0	Applications submitted awaiting approvals from DWS	Not Met		4	4
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No. of reports generated	12	12	3	3	3	3	3	3	3	3		Met	Not reflected in the revised approved SDBIP.	12	12
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	No. of reports generated	16	16	4	4	4	4	4	4	4	4		Met	Not reflected in the revised approved SDBIP.	16	16
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Water Forums Attended by Bulk Water Services Unit	4	4	1	1	1	1	1	1	1	1		Met	Not reflected in the revised approved SDBIP.	4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services- Bulk Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of water meters repaired/Replaced.	100%	100%	100%	100%	100%	96%	100%	100%	100%	70.17%	Shortage of material due	Almost	Not reflected in the revised approved SDBIP.	100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of water valves repaired.	100%	100%	100%	88.89%	100%	98%	100%	98%	100%	77.78%	Shortage of material due	Almost		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of sewer pipes repaired.	100%	100%	100%	88.24%	100%	90%	100%	90%	100%	90%	Shortage of material due	Almost		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of sewer spillages unblocked.	100%	100%	100%	94.73%	100%	98.85%	100%	75%	100%	85%	Shortage of material due	Almost		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services- Bulk Division																	
Service Delivery and infrastructure	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of sewer manholes repaired or replaced.	100%	100%	100%	99%	100%	95%	100%	85%	100%	90%	Shortage of material due	Almost		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of buckets removed	233 701	68 286	100%	100%	100%	100%	100%	100%	100%	65.80%	Tractors that taking long time broken	Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of VIP and Sceptic tanks serviced.	1562	1562	100%	100%	100%	100%	100%	100%	100%	92.14%	Broken suction trucks	Almost		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Standing Committee Reports generated	12	12	3	3	3	3	3	3	3	3		Met		12	12

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Water and Sewer Services-Operations and Maintenance Division																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of units reports generated	13	16	4	0	4	0	4	0	4	7		Met		16	16
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Risk Register updated	4	4	1	0	1	0	1	1	1	1		Met		4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of internal audit queries responded to and addressed within timeframe.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of External audit queries responded to and addressed within timeframe.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services-Operations and Maintenance Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage reduction of Audit Findings	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of quarterly updates on progress on Audit Action Plan	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Risk Management Committee meetings attended	1	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of external and internal audit queries responded to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Water and Sewer Services-Operations and Maintenance Division																	
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Departmental meetings attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Asset and Liability meetings attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	POE's not submitted.	100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Complaints/ Complaints attended to and addressed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	POE's not submitted.	100%	100%
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of reports generated on action Plan 2016/17	6	8	2	2	2	2	2	2	2	2		Met	POE's not submitted.	8	8

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Engineering Administration																		
Good Governance and Public Participation	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of Risk Management Committee meetings attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	POE's not submitted.	100%	100%	
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of register and overtime processed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	POE's not submitted.	100%	100%	
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of risk assessment conducted	0	4	1	1	1	1	1	1	1	1	1		Met	POE's not submitted.	4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Standing Committee meetings attended	10	24	6	6	6	6	6	6	6	6	6		Met	POE's not submitted.		

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Engineering Administration																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of MAYCO meetings attended	14	12	3	3	3	3	3	3	3	3		Met	POE's not submitted.	12	12
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Council meetings attended	4	4	1	1	1	1	1	3	1	1	More special council meeting to consider motion of no confidence on the Executive Mayor	Well Met	POE's not submitted.	4	4
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Number of Agenda and minutes generated for standing committees	10	24	6	6	6	6	6	6	6	6		Met	POE's not submitted.	22	22
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of bids committee meetings attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	POE's not submitted.	100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Good Governance and Public Participation	Engineering Administration																
	To provide efficient competitive effective sustainable economical infrastructure network and service delivery	Percentage of request captured	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met	POE's not submitted.	100%	100%

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

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	12
	KPI Almost Met	14
	KPI Met	21
	KPI Well Met	1
	KPI Extremely Met	18
Total		66

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

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	3
	KPI Almost Met	2
	KPI Met	55
	KPI Well Met	2
	KPI Extremely Met	3
Total		65

5.4.5 Performance Review Comments

At the end of the financial year, a total of **131** targets were set for the department, **15 (11.45%)** of the targets were not met, **16 (12.21)** were almost met, **76 (58.01%)** were met, **3 (2.29%)** was well met and **21 (16.03%)** were extremely met)

5.4.6 Auditors Comments

- Key performance indicators that were not reported on in the section 52(d) report however are appearing in the revised approved SDBIP – top structure and are fifteen (15) in number and one is on the lower layer
- Three key performance indicators that have been duplicated in the section 52(d) report under the division – Planning & Property Management
- Difference between the Actual versus the POE
- Fifteen (15) key performance indicators were reported on under the division of Water and Sewer Bulk division are not reflected in the revised SDBIP

5.5 DEPARTMENT OF DEVELOPMENT PLANNING AND SOCIAL SECURITY

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Parks and Cemeteries																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of parks managed	16	16	16	16	16	16	16	14	16	14	Not used as recreational facilities, due to vandalism	Almost		16	16
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of park maintained	16	16	16	16	16	16	16	14	16	14	Not used as recreational facilities, due to vandalism	Almost		16	16
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of trees planted in public places	150	150	150	132	0	20	0	0	0	0		Almost		150	150
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of cemeteries managed	21	21	21	21	21	21	21	11	21	11	Could not cut grass or maintained cemeteries to satisfactory due to lack of resources	Not Met		21	21

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Parks and Cemeteries																		
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Public Awareness campaigns on public safety conducted	100%		100%	100%	100%	100%	100%	100%	0	0		Not Met		100%	100%	
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of approved Integrated Environmental Management Plan	1	1	0	0	0	0	0	0	1	1		Met		1	1	
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of graves prepared and allocated as per request	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Burial Registers monitored	8	8	8	8	8	8	8	8	8	8	8		Met		8	8
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage internal and external audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Parks and Cemeteries																	
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of risk registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of monthly update of progress on audit action plan	4	4	1	1	1	1	1	1	1	1		Met		4	4
Waste Management Division																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of households with access to basic level of solid waste removal	92%	95%	95%	93%	95%	89%	95%	89%	95%	90%	Availability of resources	Almost		90%	90%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Waste Management Division																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	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%	65%	63%	65%	53%	65%	55%	Availability of resources	Almost		55%	55%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of approved Integrated Waste Management Plan	1	1	0	0	0	0	1	0	0	1	Approved with IDP during Council meeting in May 2018	Met		1	1
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Public Awareness campaigns on public safety on waste management conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of risk registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Waste Management Division																	
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage internal and external audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of monthly update of progress on audit action plan	4	4	1	1	1	1	1	1	1	1		Met		4	4
Security Services and Property Management Section																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of properties managed and provided with security service	98	98	98	22	98	22	98	23	98	23		Not Met		98	98
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of security services provided to municipal properties	50%	50%	50%	22%	50%	22%	50%	23%	50%	23%		Not Met		50%	50%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Service Delivery and Infrastructure	Security Services and Property Management Section																
	Reviewing of Security Policy	Number of security policy reviewed	1	1	0	0	0	0	1	1	0	0		Met		1	1
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of security services provided to personnel	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%		Met		50%	50%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of personnel vetted	0%	100%	25%	33%	50%	55%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Awareness on security conducted	0	4	0	0	0	0	4	0	0	0		Met		4	4
To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Properties managed	174	174	174	174	174	174	174	174	174	174		Met		174	174	

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Security Services and Property Management Section																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Properties maintained	50%	50%	50%	35%	50%	35%	50%	5%	50%	25%		Met		50%	50%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of maintenance plan developed and approved	0	1	0	0	0	0	1	0	0	0		Met		1	1
Good Governance and Public participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage internal and external audit queries responded to and addressed within timeframe	80%	100%	100%	0	100%	0	0	0	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of monthly update of progress on audit action plan	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Security Services and Property Management Section																	
Good Governance and Public participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of risk registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
Traffic Management Section																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of law enforcement programmes implemented	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of operational plan compiled and approved	1	1	1	1	0	0	0	0	0	0		Met		1	1
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of roadblocks conducted	40	28	8	8	8	12	8	18	4	10		Met	Target is 8 not 4 as reflected in the revised approved SDBIP	28	28

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Traffic Management Section																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage on traffic fines issued	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Rand received from fines issued	194 362	0	0	113 100	0	0	31 849	30 290	31 849	65 800		Met		0	0
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage emergencies incidents reported and attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage on point duty and escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Rand received from escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Rand received from escorts performed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Traffic Management Section																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Public Awareness campaigns on traffic safety conducted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
Good Governance and Public participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage internal and external audit queries responded to and addressed within timeframe	80%	100%	100%	0	100%	0	0	0	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of Risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020	
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target	
Good Governance and Public Participation	Traffic Management Section																	
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of monthly update of progress on audit action plan	4	4	1	1	1	1	1	1	1	1	1		Met		4	4
Service Delivery and Infrastructure	Fire and Disaster Management Section																	
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Disaster Management Plan reviewed and approved	1	1	0	0	0	0	1	0	0	1	IDP with all sector plans approved by Council during May 2018	Met	Target should be 1 not 0 for fourth quarter and for third quarter 0 not 1.	1	1	
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of emergencies incidents reported and attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of fire attended	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Fire and Disaster Management Section																	
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage of risk assessment conducted on events hosted	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage internal and external audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
Local Economic Development																	
Local Economic Development	To provide efficient competitive sustainable economic infrastructure	Number of monthly update of progress on audit action plan	2	2	0	0	0	0	1	1	1	1		Met		2	2

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
					Local Economic Development												
Local Economic Development	To provide efficient competitive sustainable economic infrastructure network and service delivery	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	104	37	50	82	40	65		Almost		200	200
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of applications or funding proposals lodged by SMME's and cooperatives through LED Office.	25	25	0	0	5	12	10	18	10	0	LED could not attend DESTEA workshop on its Incentive Scheme	Not Met		25	25
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Capacity building activities offered to beneficiaries in terms of trainings, workshops, awareness campaigns, roadshows and seminars conducted.	4	8	2	4	2	2	2	4	2	4	NLC Workshops x 4 & SEDA/DRD LR Trainings x 2	Extremely		8	8
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Investors & Entrepreneurs assisted or supported in development stages	0	2	0	0	1	1	0	0	1	0	Removed after SDBIP revision	Not Measured		2	2

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Local Economic Development																	
Local Economic Development	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of strategic partnerships established	2	2	0	0	1	0	0	0	1	0	1 in Pipeline, process takes too long to complete	Not Met		2	2
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of households participating in home base gardens programme	39	120	30	38	30	0	30	0	10	30		Not Met		120	120
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of assessments conducted on commonages	4	4	1	1	1	1	1	2	1	1		Met		4	4
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of small scale farmers assisted in entering the commercial arena	0	2	0	0	1	0	1	1	1	2	2 x Cooperatives assisted	Met		2	2

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Local Economic Development																	
Local Economic Development	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of projects initiated for groups to participate in National/Provincial programmes (e.g. 1HH-1HA; YARD; WARD)	0	2	1	2	0	0	0	0	0	0		Met		2	2
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of tourism sector plans developed and approved	0	1	0	0	0	0	1	0	0	0		Met		1	1
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of tourism activities marketed	3	3	1	1	2	2	0	0	0	0		Met		3	3
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of crafters supported through (trainings; establishment of new business and participation in exhibitions)	68	50	10	12	20	30	10	6	0	0		Met		50	50
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of tourism marketing material developed/acquired	1	1	0	0	0	0	1	0	0	0		Met		1	1

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Local Economic Development																	
Local Economic Development	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of businesses issued with licenses	139	150	10	16	60	174	50	86	20	24		Extremely		150	150
Arts, Culture, Sport and Recreation																	
Service Delivery and Infrastructure	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of reports on tournaments implemented	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of Approved Sports Policy	1	1	0	0	0	0	1	0	0	0		Not Met		1	1
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage internal and external audit queries responded to and addressed within timeframe	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%

Key Performance Area	Planning Statement	Key Performance Indicator	Baseline	Annual Target	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Comment On Variance	Performance Review Comments	Audit Assurance Comments	2018/2019	2019/2020
					Target	Actual	Target	Actual	Target	Actual	Target	Actual				Target	Target
Arts, Culture, Sport and Recreation																	
Good Governance and Public Participation	To provide efficient competitive sustainable economic infrastructure network and service delivery	Percentage risk reduction	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		Met		100%	100%
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of risk registers updated	4	4	1	1	1	1	1	1	1	1		Met		4	4
	To provide efficient competitive sustainable economic infrastructure network and service delivery	Number of monthly update of progress on audit action plan	2	2	0	0	1	0	1	1	0	0		Not Met		2	2

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

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	5
	KPI Almost Met	5
	KPI Met	26
	KPI Well Met	0
	KPI Extremely Met	0
Total		36

5.5.2 Summary of Results: KPA 2-Local Economic Development

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	2
	KPI Almost Met	0
	KPI Met	4
	KPI Well Met	0
	KPI Extremely Met	0
Total		6

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

Colour	Achievement	Number
	KPI Not Yet Measure	0
	KPI Not Met	1
	KPI Almost Met	0
	KPI Met	13
	KPI Well Met	0
	KPI Extremely Met	0
Total		14

5.5 Performance Review Comments

At the end of the financial year, a total of **56** targets were set for the department, **8 (14.28%)** of the targets were not met, **5 (8.92)** were almost met, **43 (76.78%)** were met, **3 (2.29%)**.

5.6 Auditor Comments

- Key performance indicators that were not reported on in the section 52(d) report however are appearing in the revised approved SDBIP – top structure and 5 in number
- Inconsistency on the Key performance indicators that were reflected in the revised approved SDBIP 2017 and reported in the section 52(d) report and is 2 in number

5.7 Performance Implications

The total of **403** targets were set for the institution, of these, 266 targets were met, **74** targets were not met and **63** targets were in the process of being implemented or being met. The municipality needs to put measures in place to ensure that it achieves all its objectives set in a particular financial year.

6. Recommendations

The following measures are recommended to enhance performance and the achievements of targets:

- The duplications that are identified in the revised SDBIP 2017/2018 should be corrected and the recommended corrections be submitted to council for approval;
- The discrepancies identified between the revised SDBIP 2017.2018 and the Fourth Quarter Section 52(d) Report 2017/2018 should be corrected before the report is mitted to council; and
- Supervisory oversight should be performed by the Directors to eliminate or reduce confusion of what to report on and on what not to report on in the Section 52(d) Reports.