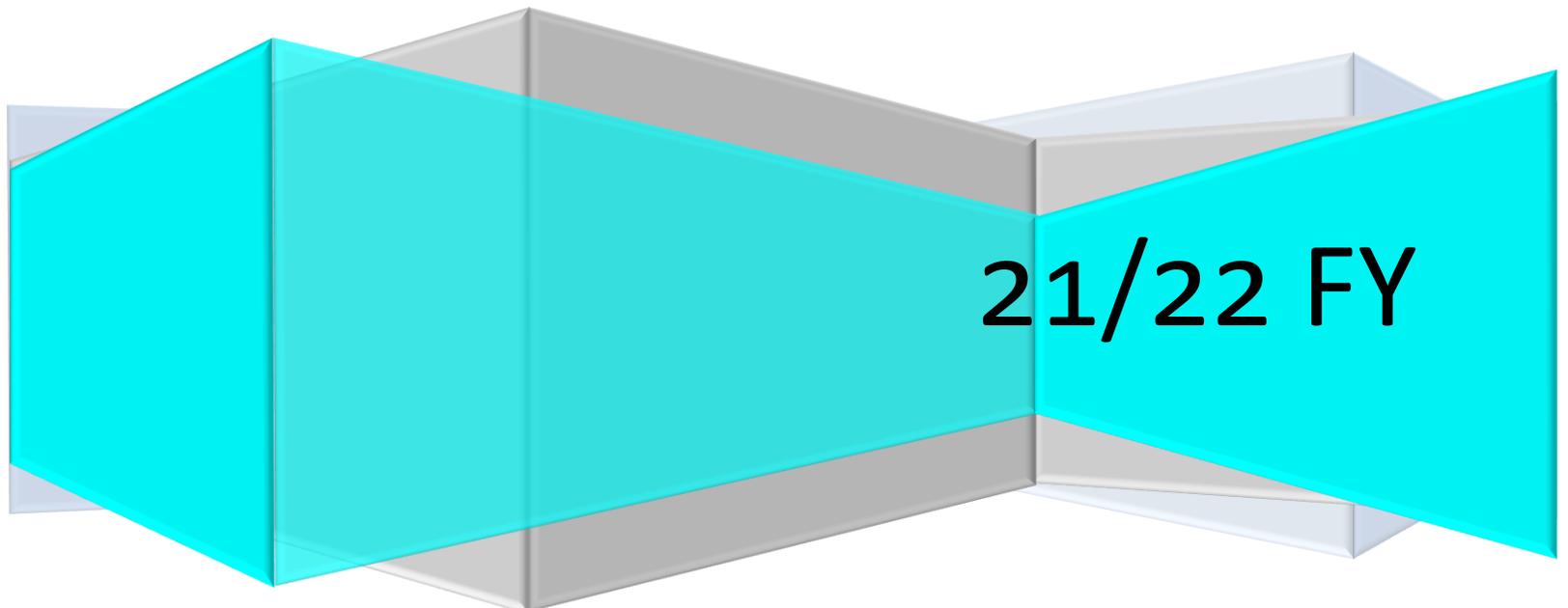


# LEPHALALE LOCAL MUNICIPALITY

## Third Quarter Performance Report



21/22 FY

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## **Acronyms and abbreviations**

IDP	Integrated Development Plan
SDBIP	Service Delivery and Budget Implementation Plan
KPA	Key Performance Area
MIG	Municipal Infrastructure Grant
MSIG	Municipal Service Infrastructure Grant
KPI	Key Performance Indicator
POE	Portfolio of Evidence
SLA	Service Level Agreement
VIP	Ventilated Improved Pit Latrine
LLM	Lephalale Local Municipality
YTD	Year to Date
AVG	Average
AG	Auditor General
SCM	Supply Chain Management
BSC	Bid Specification Committee
BAC	Bid Adjudication Committee
Infra	Infrastructure Department
BTO	Budget and Treasury Office
Dev-plan	Development Planning Department
Social	Community Social Services Department
SSS	Strategic Support Services

# 1. Purpose

The purpose of this report is to give feedback regarding the performance of Lephalale Local Municipality for the third quarter of the 2021-22 financial years and to comply with the following legislative requirements:

- ▶ Section 41 (1) (e) of the Municipal Systems Act No. 32 of 2000 prescribes that a municipality must establish a process of regular reporting to-
  - ▶ The Council, other political structures, political office bearers and staff of the municipality; and
  - The public and appropriate organs of state”.
  - Section 41 (2) further prescribes that the system applied by the municipality in compliance with subsection 1) (c) must be devised in such a way that it may serve as an early warning indicator of underperformance.
- ▶ National Treasury Circular 13<sup>1</sup>, Component 32 that requires from municipalities that the targets and indicators contained in their SDBIP should be reported on for in-year reporting (quarterly and mid-year) and the annual report.

This third quarter performance report contains information about:

- ▶ Quarterly performance against quarterly and annual targets as per the SDBIP is reported on. The adjusted SDBIP<sup>2</sup> for 2021-22 Financial Years contains the objectives and indicators as per the Municipal IDP as well as General Indicators as prescribed by section 43 of the MSA. The SDBIP and Adjusted SDBIP for 2021-22 was developed to reflect ***cumulative performance***, therefore the status of indicators reflects the overall performance level achieved year to date.
- ▶ There are a few indicators which does not reflect a cumulative performance due to their nature and how the targets were set
- ▶ Challenges that were experienced in achieving targets, especially in cases where targets were not met.
- ▶ Reasons and comments for overachievement of targets are mentioned where required so as to improve planning and correct target setting.
- ▶ Measures taken to improve performance
  - Corrective action is included for each KPI or Project Target not achieved
  - Section on improvement from challenges in previous financial year’s Annual Report as per the Annual Performance Report from the previous financial year
  - Comparisons of performance against quarterly targets are highlighted and adapted to comply with the Lephalale Local Municipality’s performance management requirements. The scoring method utilised is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. An explanation is as per the table below:

The scoring method utilised is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. An explanation is as per the table below:

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<sup>1</sup> National Treasury MFMA Circular No. 13 of 2005

<sup>2</sup> Adjustment Service Delivery and Budget Implementation Plan

Colour code	Scoring	% Target achieved	
Rating	Score	Low	High
Unsatisfactory	1-1.99	0.0%	49.99%
Below target	2 -2.99	50%	69.9%
Achieved target	3 -3.99	70%	79.99%
Achieved/ exceeded target	4 -4.99	80%	99.9%
Outstanding / far exceeds target	5+	100.0%	+

The recommendations from the Audit Committee and MPAC on the previous Performance Reports were considered while compiling this report.

Each Institution needs to collect a wide range of performance information for management purposes, however not all information is relevant in accountability documents. The Institution should specify in its planning documents a set of performance targets it will report against in its accountability documents.

The set of indicators selected for accountability reporting ought to provide a holistic view of the institution's performance. In the case of concurrent functions, National Departments need to identify a core set of indicators that need to be reported by Provincial and Local Governments to ensure comparability.

This reported information enhances monitoring of government's Service Delivery Project progress on efficiency, effectiveness and economic viability.

Performance information is only useful if it is consolidated and reported back into planning, budgeting and implementation processes where it can be used for management decisions, particularly for taking corrective action.

This means getting the right information in the right format to the right people at the right time. Institutions need to find out what information the various users of performance information need and develop formats and systems.

## 2. Components of the Report

The following is reported on in this report:

- ▶ Performance Highlights
- ▶ SDBIP performance of service delivery and performance indicators and targets
- ▶ SDBIP Project Implementation
- ▶ SDBIP Budget Statement Components

## 3. Overall Municipal Performance / Executive Summary

There are 181 indicators in the adjusted 2021-22 higher level SDBIP, 32 indicators from this total are not applicable for the third quarter. The total number of measurable indicators is 149.

The Overall SDBIP achievement is 45 indicators achieved target as predetermined, 12 indicators exceed target, whereas 16 indicators over exceeded target, 65 indicators had a below average performance and 11 indicators were unsatisfactory on performance the total performance is 2, 3

which is a Fair Performance for the institution as a whole; the institutional performance is at 2.3 for key performance indicators and project implementation.

The institution is experiencing challenges on timeous implementation of capital projects, and it is slightly behind schedule on project implementation.

Most operational predetermined objectives are achieved as scheduled except for the few which the budget was insufficient and had to be moved to future dates.

#### 4. SDBIP Service Delivery and Performance Indicators

##### Organizational Score as per Internal Audit assessment

The overall performance per department is indicated graphically below

##### Audited Summary of SDBIP Votes and Indicators

Table 1.1

Overall SDBIP	Total Number of KPIs	Indicator Performance 2021/22FY for Third Quarter				
		Target Achieved	Target Not Achieved	Target Overachieved	N/A	%
<b>SDBIP Departments (Votes)</b>						
Office of the Municipal Manager	21 Indicators	11	4	2	4	76%
Strategic Services	29 Indicators	10	9	1	9	55%
Corporate and Support Services	23 Indicators	5	8	5	5	56%
Development Planning	18 Indicators	3	5	3	7	55%
Budget and Treasury	28 Indicators	8	5	10	5	86%
Social Services	22 Indicators	4	16	1	1	24%
Infrastructure Services	40 Indicators/projects	5	29	5	1	26%
<b>Total Indicators</b>	<b>181</b>	<b>46</b>	<b>76</b>	<b>27</b>	<b>32</b>	<b>54.4%</b>

There are 181 indicators in the adjusted 2021-22 higher level SDBIP, 32 indicators from this total are not applicable for the third quarter. The total number of measurable indicators is 149.

The Overall SDBIP achievement is 45 indicators achieved target as predetermined, 12 indicators exceed target, whereas 16 indicators over exceeded target, 65 indicators had a below average performance and 11 indicators were unsatisfactory on performance the total performance is 2, 3 which is a good Performance for the institution as a whole; the institutional performance is at 2.3 for key performance indicators and project implementation.

Table 1.2

Overall SDBIP	Number of KPIs and Capital Projects	2021 /22 Quarter 3 Indicator Performance						Percentage Performance
		Over Exceeded	Exceeded Target	Target Achieved	Below Target	Target Not Achieved	N/A	%
<b>Total Indicators/projects</b>	181	<b>16</b>	<b>12</b>	<b>45</b>	<b>65</b>	<b>11</b>	32	<b>54%</b>

### SUMMARY OF SDBIP KPAS AND INDICATORS PER DEPARTMENT/ VOTE

Table 1.3

Overall SDBIP	Number of KPIs	2021/22 Quarter 3 Indicator Performance						Percentage Performance
		Over Exceeded	Exceeded Target	Target Achieved	Below Target	Target Not Achieved	N/A	%
<b>SDBIP KPAs and Functions (Votes)</b>								
<b>Office of the Municipal Manager</b>	<b>21 Indicators</b>	<b>2</b>	<b>1</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>76%</b>
KPA6: Good Governance and Public Participation	17 Indicators							
KPA2: Service Delivery and Infrastructure Development	4 Indicators							
<b>Strategic Support Services</b>	<b>29 Indicators</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>55%</b>
KPA6: Good Governance and Public Participation	24							
KPA4: Local Economic Development	5							
<b>Corporate and Support Services</b>	<b>23 Indicators</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>56%</b>
KPA5: Transformation and Organisational Development	12							
KPA6: Good Governance and Public Participation	11							
<b>Development</b>	<b>18</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>7</b>	<b>83%</b>

Overall SDBIP	Number of KPIs	2021/22 Quarter 3 Indicator Performance						Percentage Performance
		Over Exceeded	Exceeded Target	Target Achieved	Below Target	Target Not Achieved	N/A	%
<b>Planning</b>	<b>Indicators</b>							
KPA1: Spatial Rationale	12							
KPA6: Good Governance and Public Participation	6							
<b>Budget and Treasury</b>	<b>28 Indicators</b>	<b>5</b>	<b>3</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>86%</b>
KPA3: Financial Viability and Financial Management	20							
KPA6: Good Governance and Public Participation	8							
<b>Social Services</b>	<b>22 Indicators</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>16</b>	<b>1</b>	<b>1</b>	<b>24%</b>
KPA2: Service Delivery and Infrastructure Development	14							
KPA6: Good Governance and Public Participation	8							
<b>Infrastructure Services</b>	<b>40 Indicators</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>27</b>	<b>2</b>	<b>1</b>	<b>26%</b>
KPA2: Service Delivery and Infrastructure Development	34							
KPA6: Good Governance and Public Participation	6							
<b>Total Indicators</b>	<b>181</b>	<b>16</b>	<b>12</b>	<b>45</b>	<b>65</b>	<b>11</b>	<b>32</b>	<b>54%</b>

## 4,1 Summary of achievement and challenges in the report

### A Achievements

- There is no fraud and corruption cases
- The risk committee is functional in the municipality
- The Audit committee functional and MPAC is established
- The Percentage liquidity ratio and cost coverage are high above the expected target
- Revenue collection rate and Debt coverage are high than the standard norms

### B challenges

- Corruption awareness campaign not yet conducted as planned
- Only the 50% of Audit reviews conducted
- The final Audit Report was issued late at the end of February month
- Delays on the establishment of ward committees and acquisition of Mayoral vehicle
- Low expenditure on capital budget and works skills development
- Project completion is not on schedule
- Delays on the completion of AG findings
- Indigent register not yet completed
- Invoices takes more than 30 days to pay
- Very High Electrical and water losses

## 5. Detailed Performance per Department or Vote

### 5.1. Office of the Municipal Manager (Strategic Scorecard)

The indicators below are the highest level (Strategic) of indicators and targets for the Municipality to ensure the achievement of impact and outcomes identified in the strategic planning process for which the responsibilities are shared amongst all departments. The indicators depict the direct operational issues dealt by the Municipal Manager

#### **Office of the Municipal Manager comprises of the following Units:**

- Internal Auditing
- Risk Management

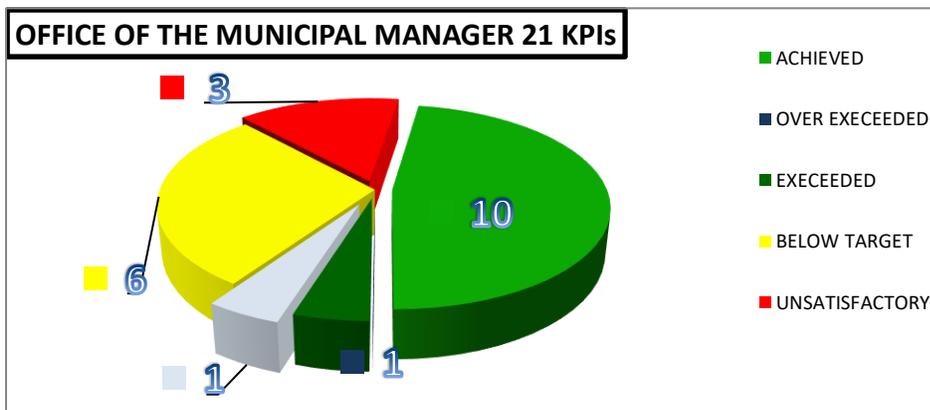
**Office of the Municipal Manager** has twenty-one (21) indicators, on the higher SDBIP which are operational deliverables from the Municipal Manager's offices. The Municipal Manager is equally responsible for all the indicators in other departments. All performance indicators are directly linked to the Municipal Manager's Office. All performance Indicators directly linked to the Municipal Manager's office are applicable for the Financial Year.

Out of twenty-one (21) indicators, one(1) indicator is not applicable(N/A) for the quarter, ten (10) indicators achieved target, one (1) indicator exceeded target, no indicators over exceeded achievement on target, Three (3) indicators are unsatisfactory with level of Performance and six (6) indicators performed below determined target.

**Table 1**

Indicators	Total number21
Achieved Target	10
Exceeded Target	1
Over exceeded Target	0
Below Target	6
Unsatisfactory	3
Not Applicable	1

The Departmental performance is depicted on the below color-coded pie chart:



The statistics related to the performance of the Strategic Scorecard follows:

The detailed Municipal Manager’s strategic scorecard follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r M R i s k	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Anti-corruption	N/A	M-24	Number of fraud and corruption cases referred for investigation YTD* (cumulative)	#	Le p – M R i s k	0	0	0	No reported fraud and corruption case	None	None	0	0	OPEX	Investigation Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Anti-corruption	N/A	M-0024	Number of Risk Management Policies and Strategies Reviewed and send to council for adoption YTD (cumulative)	#	Le p – M R i s k	3	N/A	N/A	N/A	N/A	N/A	3	3	OPEX	Council Resolution Approved copy of policy/strategy
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N/A	M-0001	Number of fraud and corruption awareness conducted YTD*	#	Le p – M R i s k	0	1	0	Fraud and corruption awareness was postponed to the 10 <sup>th</sup> May 2022 due to the unavailability of service provider	The workshop was initially planned to take place in March 2022 but facilitator was only having available date in May	The facilitator has confirmed the date of workshop	1	1	OPEX	Invitation, Attendance register & Presentation

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r L e p - M R i s k	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 0 0 0 2	Number of Risk registers developed and monitored per quarter YTD (cumulative)	#	L e p - M R i s k	6	6	6	All risk registers were monito- red	None	N/A	6	6	OPEX	Risk registers (Strategic, Operational, Fraud, Project, ICT)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 0 0 0 3	Number of Risk Committee Meeting facilitated and held per quarter YTD (cumulative)	#	L e p - M R i s k	4	3	3	Risk Management Committee was held on the 14th of January 2022	None	None	4	4	150000	Invitation, Minutes & attendance register

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r L e p - M I A	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 6 4 8	Number of Audit committee meetings held YTD* (cumulative)	#	L e p - M I A	4	3	7	Two meetings held in January 2022	Overachievement is caused by Special meetings	None	4	4	250000	Invitation, Minutes and attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 0 0 0 4	Number of Audit committee Report served to Council YTD* (cumulative)	#	L e p - M I A	4	3	3	One report sent to Council in January 2022	None	None	4	4	OPEX	Audit Committee Report submitted to Council

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 0 0 0 5	Number of AG Action Plan developed and monitored YTD	#	L e p - M I A	1	1	1	Action plan is developed	AG has not finalised the audit yet	We will provide feedback as soon as AG has issued out the final management report and audit report	1	1	OPEX	AG Action Plan
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 6 5 2	Percentage of audit reviews conducted per quarter	%	L e p - M I A	70%	80%	50%	3 out of 6 projects were done	Delays in completion of projects due to skeleton staff. IA Intern was relocated to BTO. IA Follow up, AG follow up and AoPO mid-year.	Audit firm appointed to assist with capacity.	80%	90%	OPEX	Audit Plan  Internal Audit Reports

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r M I A	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Internal Audit	N / A	M - 0006	Number of internal audit Action Plan developed and monitored YTD	#	L e p - M I A	1	1	1	IA Action plan is in place and its monitored	None	None	1	1	OPEX	Internal Audit Action Plan/Query Register served at Audit Committee during the quarter
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 068	Number of Internal Audit Quarterly Reports submitted Audit committee YTD* (cumulative)	#	L e p - M I A	4	3	3	one report sent to Audit Committee in Jan	None	None	4	4	OPEX	Internal Audit quarterly Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 650	Number of Unqualified Audit Opinion received from AG YTD	#	L e p - C F O	0	N/A	1	The municipality obtained an unqualified audit opinion.	The AG report was issued late in Feb, hence its only reported in the 3rd quarter.	None	1	1	OPEX	Audit report

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r L e p - M M s e c u r i t y	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	N / A	M 7 0 6	Number of safety and security meetings held per quarter YTD (cumulative)	#	L e p - M M s e c u r i t y	3	3	3	1 Community Safety Forum meeting was held in the quarter	None	None	4	4	OPEX	Invitations, agenda, attendance register, minutes
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	N / A	M 0 6 7	Number of safety and security audits conducted per quarter, YTD (cumulative)	#	L e p - M M s e c u r i t y	0	3	3	One Security audit done.	None	None	4	4	OPEX	Security Survey sheets Security Report

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M 2 6	Percentage of AG queries resolved YTD. (cumulative)	%	L e p - M I A	83%	50%	0%	2 Findings not yet resolved	Auditing completed late in February and process to correct the AG finding was delayed.	Continue with the implementation of the action plans one	100%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M 2 7	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I A	0	75%	N/A	There are no IA queries in the office of the MM	None	N/A	100%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 2 8	Percentage of Performance and Audit Committees resolutions implemented per quarter.	%	L e p - M I A	0	100%	87%	87% of the resolutions were implemented	Some of the resolutions are taking longer to implement due to resources required.	Continue with the implementation of the resolutions.	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	%	L e p - R i s k  O f f i c e r	0	75%	94%	94% of the risks were mitigated	Most of the risks were Mitigated in the previous year and were carried over and that led to the overachievement	None	100%	100%	OPEX	Risk register

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 6 9 1	Percentage of Implementation of council resolutions per quarter, YTD (cumulative)	%	L e p - M A d m i n	0	100%	87%	87% of the resolutions were implemented	Some of the resolutions are taking longer to implement due to resources required.	The outstanding resolutions are now being implement	100%	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	L e p - M A d - m i n	100%	90%	N/A	The MM's office does not have any complaints that were received in this quarter.	None	None	90%	90%	OPEX	System generated quarterly Report signed off by EM

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A	M - 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	L e p - M C o m	0	100%	N/A	The MM's office does not have legislated documents to be placed on the website in this quarter. Budget documents and other related documents were placed on the website through BTO and strategic services.	None	None	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published  Report received form SITA

## 5.2 Strategic Support Services

Department comprises of the following Units:

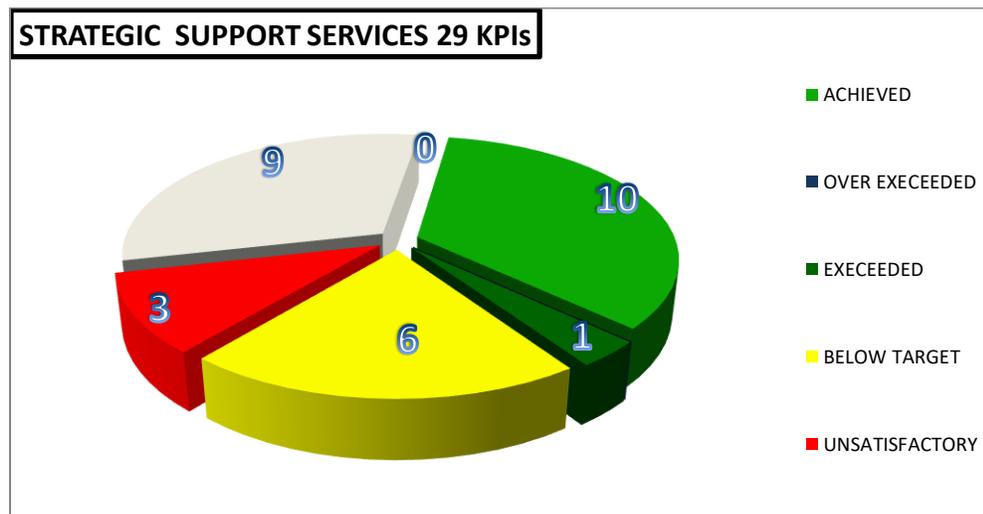
- IDP
- PMS
- Public Participation (Special Programs)
- Communication
- LED

**Strategic Support Services** Department has twenty-seven (29) indicators which are operational deliverables from the Department. Nine (9) Indicators are not applicable(N/A) for the quarter, Ten (10) indicators achieved target, one indicator (1) exceeded target, no indicators over exceeded target, three(3) Indicators are below target and six(6) indicators performed below target.

**Table 2**

Indicators	Total number 29
Achieved Target	10
Exceeded Target	1
Over Exceeded Target	0
Below Target	6
Unsatisfactory	3
Not Applicable	9

The Departmental performance is depicted on the below color-coded pie chart:



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M #	U p d a t e r M P P	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N / A 3 2 2	M Number of HIV/Aids campaigns/meetings held YTD*(cumulative)	#	L e p - M P P	5	3	3	1x TB/HIV and covid 19 meeting held at committee room on the 18th March 2022, and 1x TB/HIV awareness campaign held at Marapong on the 25th March 2022	None	None	4	5	OPEX	Invitations, Agenda and Attendance Registers
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N / A 6 4 1	M Number of special programs awareness campaigns held YTD*(cumulative)	#	L e p - M P P	18	9	10	1x Issuing of Hampers for New year newborn babies, 1xBack to school campaign, 1x Disability celebration, 1x Covid 19 meeting, Covid 19 awareness campaign	More activities/events in this quarter	None	12	12	OPEX	Invitations, Agenda and attendance registers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A 3 3 5	M Number of media releases shared with media groups YTD*(cumulative)	#	L e p - C o m	30	15	9	Six activities were held in the municipality in the third quarter	we were unable to achieve the set targets in the previous quarters due to the fact that Covid-19 regulations prohibited activities and gatherings as a measure to curb the spread of the virus.	we will try to ensure that we reach target this quarter, however the current increasing number of covid-19 cases might lead to tightening of the restrictions which might	20	20	OPEX	Copy of emails shared with the media groups/press release information shared on the municipality's Facebook page where the media and the public are able to view and

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
										make it impossible for us to achieve our targets.				access it.
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A	M 6 5 4	%	L e p - M C o m	0	100%	100%	All legislated documents are placed on the website	None	None	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published.  Report received form SITA
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	N / A	M 2 6 2	#	L e p - M I D P	4	3	1	Meeting postponed and not held	Clashes of events of same Stakeholders which results in postponement of meeting, Scheduled meetings postponed to dates in the next quarter	Adherence to process plan by all the stakeholders involved in the forum	4	4	650000	Invitations, Agenda and Attendance Registers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	N / A	M 3 2 5	#	L e p - M I D P	3	N/A	N/A	N/A	N/A	N/A	3	3	650000	Invitations, Attendance Register Register of community needs and Agenda
KPA6: Good	N	M	%	L	100%	N/A	N/A	N/A	N/A	N/A	100%	100%	OPEX	MECs

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	/ A 6 5 7	credibility rating by MEC in Financial Year YTD*		e p - M I D P										credibility report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	N / A 6 5 8	Final IDP approved by Council by end May YTD*	#	L e p - M I D P	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Process Plan Copy of Council resolution Copy of approved IDP Proof that it was published within prescribed timeframe
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N / A 0 6	Final Annual Report approved by Council by end of March YTD*	#	L e p - P M S	1	1	0	Annual Report Noted By council and distributed for public comments	Audit Outcome Issued at the end of February and completion of Annual Report was delayed	Oversight Report on Annual Report to be approved at end of Apriln2022	1	1	OPEX	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable,	N / A 0 9	Draft Annual Reports tabled to Council by 31 <sup>st</sup> of January YTD*	#	L e p - P M	1	1	1	Annual Report Noted By council	None	None	1	1	OPEX	Council resolution

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M #	U p d a t e r S	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
effective and efficient corporate governance\ Performance Management				S										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N / A	M - 4 3	#	L e p - P M S	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Process plan Copy of Final SDBIP Proof that it was approved/sign ed within the prescribed time
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N / A	M - 4 8	#	L e p - P M S	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Process plan Copy of APR Proof of submission to AG
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N / A	M - 3 1 5	#	L e p - P M S	4	3	3	Second Quarter Assessment done	None	None	4	4	OPEX	Copies of Assessment Plans
KPA6: Good Governance and	N /	M -	#	L e	4	3	3	Mid -Year Performance	None	None	4	4	OPEX	Signed

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M #	U p d a t e r #	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	A 4 0	Reports submitted to Audit Committee YTD*(cumulative)		p - P M S				Report was submitted to Audit Committee						quarterly reports submitted to Audit Committee
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N / A 4 4	Number of Section 72 (mid-year performance reports) submitted to MM by 25th of January and to council by 31st January YTD*(cumulative)	#	L e p - P M S	1	1	1	Mid-Year report was submitted to MM by the 24 <sup>th</sup> January 2022	None	None	1	1	OPEX	Council resolution, Mid-Year Report.
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A 6 5 1	Number of Unqualified Performance Opinion per annum YTD*	#	L e p - M I A	1	1	0	Disclaimer	Poor Performance Management The use of statistics SA on the reporting of services rendered and failure to substantiate the reported actuals with satisfactory evidence	Improve Audit Opinion to Unqualified by improving on performance monitoring information from planning phase and correct targeting.	1	1	OPEX	AG Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate	N / A 2 0 8	Number of ward committees that are functional and having meetings at least once per quarter and submit reports of such meetings YTD	#	L e p - M P P	13	13	0	Ward committee elections not yet established for the new council	Ward committees' elections postponed	Reschedule for new dates and adhere to those dates	13	13	OPEX	Minutes of the meetings held, attendance register, schedule of meetings

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M #	U p d a t e r #	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
governance\ Ward Committees														
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	N / A	M - 6 8 8	#	L e p - M L E D	1200	640	270	37 new jobs created in the quarter	The delays on the implementation of projects in the municipality, The impact covid 19 on companies	The planning and targeting on this indicator will aligned to economic challenges and be reduced	840	1000	OPEX	List of beneficiaries Contracts/ID Numbers
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	N / A	M - 5 1	#	M L E D	0	N/A	N/A	N/A	N/A	N/A	2	2		Invitations, Attendance register and Agenda
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	N / A	M - 6 9 5	#	L e p - M L E D	0	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Invitations, Presentation and attendance register
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	N / A	M - 6 9 6	#	L e p - M L E D	4	6	2	2 meetings held, Overachieved,	None	None	8	8	OPEX	Invitations Minutes Agenda & Attendance registers
KPA4: Local	N	M	#	L	0	N/A			N/A		1	1	OPEX	Attendance

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	/ A	- 6 9 6 A investment summits/ promotions implemented by 30 June 2022		e p - M L E D			N/A	Planned to be done on the last quarter		N/A				register, Notices or Invitations
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M 2 6 Percentage of AG queries resolved. YTD (cumulative)	%	L e p - M I A	83%	50%	0%	5 findings are on progress and 2 findings are yet to be started	Audit report was received later in the year, management has only started working on the findings in March.	we will continue to address finding.	100%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M 2 7 Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I A	0	75%	75%	9 out of 12 Internal Audit findings resolved	None	None	100%	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M 2 8 Percentage of Audit and performance Committee's resolutions implemented.	%	L e p - M I A	0	100%	88%	45 out of 51 resolutions resolved	Other resolutions requires more time before completion	Continue to work on implementing the resolutions until completion	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\	N / A	M 6 Percentage of risks resolved within timeframe as	%	L e p	0	75%	65%	65 % of risks are mitigated and the remaining are all	Some of the risks are taking longer and	Continue to work on mitigating the	100%	100%	OPEX	Risk register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Responsible, accountable, effective and efficient corporate governance\ Risk Management	67	specified in the risk register YTD (cumulative)		R i s k  O f f				on progress	require more resources to be mitigated.	risks until they are fully mitigated.				
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A 6 9 1	Percentage of Implementation of council resolutions per quarter	%	L e p - M A d m i n	0	100%	100%	100%	All resolutions in progress	None	100%	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	L e p - M a d - m i n	100%	90%	N/A	No complaints were received in this quarter.	None	None	90%	90%	OPEX	System generated quarterly Report signed off by EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and	S S S - 3 1	Vehicles of the Mayor and Speaker	%	E M S S S	0	Acquisition process	Still on Specification	Supply chain made a request of quotation from RT Contracts	Treasury put adverts on hold	Process to continue after a communique from treasury was issued to allow procurement to continue	Acquired	acquired	700 000  700 000	Advert, Appointment letter

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Support														

### 5.3 Corporate support services

The department comprises of the following Units:

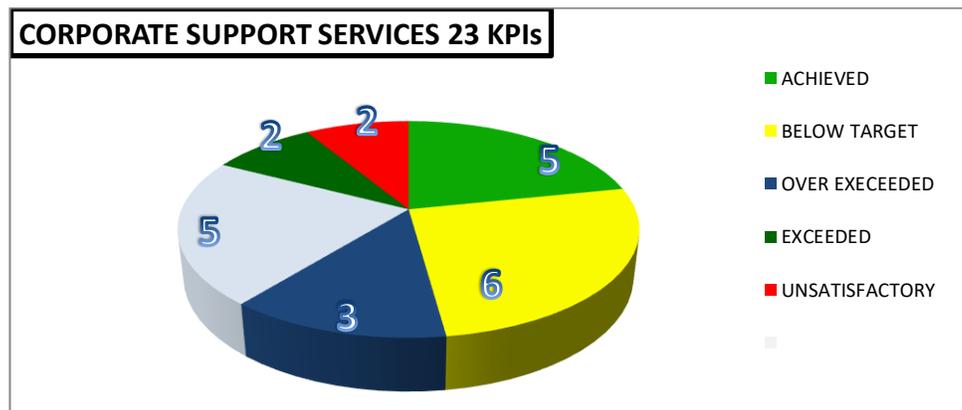
- ▶ Administration and Secretariats
- ▶ Human Resources
- ▶ Legal Services
- ▶ IT Services

**Corporate Support Services** Department has twenty-three (23) indicators in the higher SDBIP which are deliverable from the department. Five (5) indicators are not applicable for the quarter, five (5) indicators achieved target, two (2) indicators exceeded target, three (3) indicators over exceeded target, six (6) indicators performed below target and two (2) indicator is unsatisfactory

**Table 3**

Indicators	Total number 23
Achieve Target	5
Exceeded Target	2
Over exceeded Target	3
Below Target	6
Unsatisfactory	2
Not applicable	5

The Departmental performance is depicted on the below color-coded pie chart:



The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Human Resource Management	N / A	M 4	Number of people from employment equity groups employed in the three highest levels of management YTD* (cumulative)	#	L e p - M H R	30	28	28	There was no manager hired for this Quarter. Out of 36 positions 28 are filled and 8 are vacant	None	None	28	31	OPEX	Updated organizational structure and / appointment letters for the quarter
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M 6 7 2	Percentage of Employee Satisfaction rating YTD	%	L e p - M H R	53%	N/A	N/A	N/A	N/A	N/A	55%	65%	OPEX	Questionnaire, calculated scores, participation list, rating report
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M 6 7 3	Nu Number of EAP policies Developed/ Reviewed and approved by Council YTD	#	L e p - M H R	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Approved policy document. Council resolution
KPA5: Transformation and Organisational Development\ Improve	N / A	M 6 7 8	Number of LLF meetings held YTD* (cumulative)	#	L e p - M	4	5	4	The planned meeting was postponed	Members not meeting quorum and meeting planned for 30 March 2022 was	To adhere to the annual scheduled approved LLF Schedule.	6	10	OPEX	Invite, attendance register, year schedule, resolution

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
functionality, performance, and professionalism\ Labour Relations and EAP					H R					postponed					register
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M - 6 7 8 A	Percentage of LLF resolutions implemented per quarter	%	M - H R	0 (new)	80	86%	86% of the LLF resolutions were implemented	The resolutions are overachieved from the previous quarters	None	80	80	OPEX	Resolution register
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	N / A	M - 6 8 0	Number of OHS audits conducted by June 2022	#	L e p - M H R	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Quarterly audit reports (observation sheets and contractors inspection checklists) signed off by EMCSSS,

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	N / A	M - 2 1 2	Percentage of total municipality's budget spent on implementing its workplace skills plan YTD* (cumulative)	%	L e p - M H R	0,84%	0.75%	0,44%	Out of R1458176, only R640071.24 were spent by end of third quarter	Moratorium on training	Utilise Conditional Grants and Online training for the development of employees in implementing WSP	1%	1%	1 400 000	Quarterly training register, budget statement Approved WSP training Register Budget Statement Expenditure Report
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development.	N / A	M - 1 8	Percentage of municipal new personnel appointed and enrolled to meet the financial minimum competency requirements YTD* (cumulative)	#	L e p - M H R	83%	100%	100%	No appointees for this month	None	None	100%	100%	OPEX	MFMP proof of enrolment
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development.	N / A	M - 0 0 3 2	Percentage of vacancy rate YTD (cumulative)	%	L e p - M H R	10%	7%	16%	Out of 504 positions 81 are vacant and 423 are filled	Slow recruitment process and prioritization of critical and service delivery positions.	Adhere to the drafted recruitment schedule and fill only critical and service delivery positions	6%	6%	OPEX	Appointment letters and / updated organisational structure Summary report of the vacancy Rate percentage

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	N / A	M - 2 1	Percentage of municipal personnel budget spent YTD* (cumulative)	%	L e p - M H R	91%	72%	69%	Out of R225707435, R155450597 is remaining	Out of 81 vacant positions, only service delivery & critical positions were prioritised	Speed up the prioritised and critical positions.	94%	100%	OPEX	Report from BTO Percentage of municipal personnel budget spent (signed off by BTO and EMCSSS)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Legal Services	N / A	M - 1 3 6	Percentage of Service Level Agreements (SLAs) drafted/or reviewed within 7 working days of receipt of notice of appointment from Municipal Manager YTD*	%	L e p - M L e g a l	100%	100%	100%	all SLA's received were reviewed & drafted within 7 working days	None	None	100%	100%	OPEX	Register indicating the date of request of drafting/review of SLA to date of SLA completion.  Copies of drafted/reviewed SLAs

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Legal Services	N / A	M - 6 5 3 A	Number of By-laws Gazette by end of Financial Year. YTD	#	L e p - M L e g a l	0	N/A	1	Parks by-law was gazetted in the provincial gazette on the 18 Feb 2022	The by-law got gazetted earlier than anticipated cause procurement was concluded on time avoiding delays from SITA due to the covid pandemic.	None	1	2	OPEX	Copy of a gazetted by-law
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Governance and Administration	N / A	M - 6 5 5	Number of Council meetings held YTD*(cumulative)	#	L e p - M a d m i n	16	5	7	3 ordinary meetings were held on 28 Jan ,28 Feb & 31 March2022	The request and implementation of special council meetings occasionally increases the number of meetings.	Increase the target on council meetings to include possible special council meetings	8	8	OPEX	Invitations. Attendance register, Meeting Schedule/Calendar Invitations Minutes/Resolution Register Attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 1 3 5	Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD*	#	L e p - M I T	13	N/A	N/A	N/A	N/A	N/A	13	13	OPEX	Council resolution

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P	I D D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 0 0 3 4	Number of ICT Steering committee meetings held YTD (cumulative)	#	L e p - M I T	3	3	3	1 meeting held on 28 March 2022 in the quarter	None	None	4	4	OPEX	Invitations, minutes, attendance registers, resolution register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M 0 0 3 4 A	Percentage of ICT Steering Committee resolutions implemented per quarter	%	M - I C T	0	80	88%	Out of 8 resolution 7 were completed and 1 resolution is still outstanding	The division made extra efforts to implement the resolutions and the assistance from other divisions that shares some of the resolutions was of a great help.	None	80	80	OPEX	ICT Steering committee resolution register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N / A	M - 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	L e p - M a d - m i n	100%	90%	100%	111 received and all were addressed by the relevant departments.	A temporary Customer Care Management official was appointed and regularly doing monitoring to make sure queries are dealt with on time efficiently	Amend the target for future Planning	90%	90%	OPEX	System generated quarterly Report signed off by EM

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 6	Percentage of AG queries resolved. YTD (cumulative)	%	L e p - M I A	83%	50%	0%	4 findings from the department not yet resolved	The audit process was concluded late in February and the findings requires more time to resolved	The Legal unit and BTO are working diligently on findings to be resolved	100%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 7	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I A	0	75%	41%	Out of 27 raised queries, 11 were resolved and 16 are not resolved	Some requires more time and financial resources to be resolved, as well meeting with staff for workshopping	Department is working on the recommendation of internal audit to resolve the findings,	100%	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 8	Percentage of Audit and performance Committee's resolutions implemented.	%	L e p - M I A	0	100%	80%	Out of 15 resolutions, 12 were completed and 3 not resolved	Other resolutions require more time before completion	Continue to work on implementing the resolutions until completion	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	%	L e p - M I A	0	75%	0%	No Risks mitigated	Other risks require more time and financial resources before completion	Continue to work on implementing the risks, and source funding where required, until completion	100%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\	N / A	M - 6	Percentage of Implementation of council resolutions	%	L e p	0	100%	100%	36 Out of 36 resolutions were Implemented	None	None	100%	100%	OPEX	Council Resolution Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Audit Committee		91	per quarter		M A d m i n										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A	M _ 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	L e p - E M D P	0	100%	N/A	N/A	N/A	N/A	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published.  Report received form SITA



## 5.4 Development planning

The department comprises of the following units:

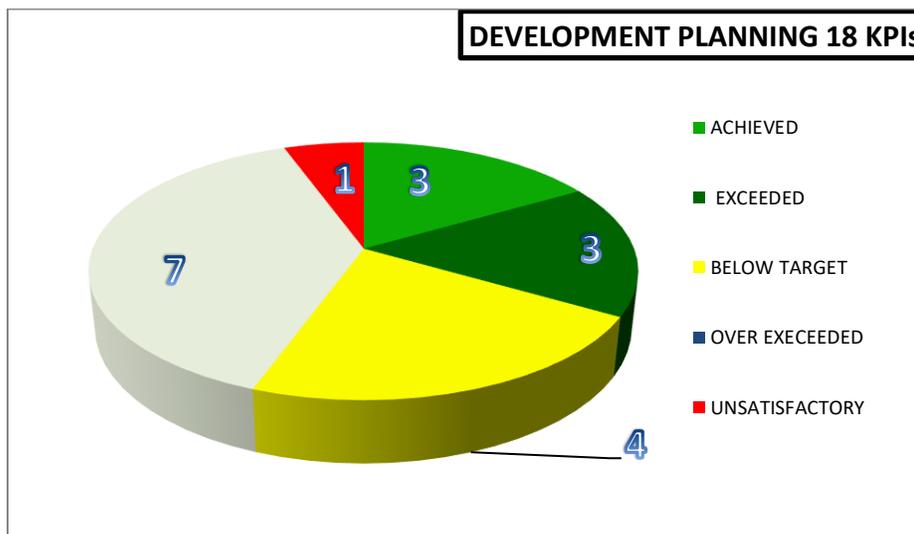
- ▶ Building Control
- ▶ Land Use Management
- ▶ Human Settlements
- ▶ GIS

**Development Planning** Department has Eighteen (18) indicators on the higher SDBIP which are deliverable from the department. Seven (7) Indicators are not applicable for the quarter, three (3) indicators achieved the set target, three (3) indicators exceeded achievement, one (1) indicator is unsatisfactory, and four (4) indicators are below target.

**Table 4**

Indicators	Total number 18
Achieved Target	3
Exceeded	3
Over exceeded Target	0
Below Target	4
Unsatisfactory	1
Not Applicable	7

The Departmental performance is depicted on the below colour coded pie chart:



The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	M _ 1 8 6 /	Percentage of Housing enquiries attended to monthly, YTD. (cumulative)	%	M H S	100%	100%	100%	83 enquiries received and attended to.	None	None	100%	100%	OPEX	Query register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	D P 7 _ 1	Acquisition and Development of 6,5 hectares Land for integrated human Settlements	%	M H S	0	Purchasing of land	Purchase not done	Negotiations with new Landowner for ext. 122; 123 & 124 Meeting with the landowner took place on February 2022.	Insufficient budget for project	Increase the budget in the next financial year to suit price range	100%	100%	5 425 000	Pictures, map of the land, Agenda, Attendance register, agreement between the seller and Municipality, transfer documents/ title deed
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\	N _ 1 1 4 /	Average turnaround time of building contraventions detected and attended to, within 5 working	#	M B C	4 working days	5 working days	1,05 working days	21 Notice detected within 1,05 working days	None	None	5 working days	5 working days	OPEX	Copies of notices issued

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence	
Building Plans Administration and Inspectorate		day.(Non-cumulative)													
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	N / A	M 7 5 9	Average turnaround time for assessment of building plans. (Non-cumulative)	# w o r k i n g d a y s	M B C	27 working days	30 working days	33.1 working days	19 Building plans assessed within 33.1 working days	None	None	30 working days	30 working days	OPEX	A register indicating the date in which Building plans were received to assessment conclusion
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	M 7 5 9 A	Percentage of Building control contraventions referred to legal after 30 days of nonresponse by resident. (Non-cumulative)	%	M B C	0	100%	N/A	No notices were referred to legal	N/A	N/A	100%	100%	OPEX	Notices issued and referred to legal

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	M 7 6 0	# w e e k s	M L U	10 weeks	16 weeks	13.9 weeks	27 applications were considered within an average of 13.9 weeks	Facilitation and conclusion of pre-application enquiries/consultation including completeness of actual applications	none	16 weeks	16 weeks	OPEX	Assessment Register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	M 7 5 5	# w e e k s	M L U	0 weeks	16 weeks	0	no written assessment report set for MPT	Applications received pend the conclusion of any arrangements following the lapsing of the objection period i.e., written submissions within the timeframes as prescribed	expedite the conclusion of all necessary steps as prescribed	16 weeks	16 weeks	OPEX	Tribunal Resolution letter/s

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A 7 6 1	Average turnaround time of land use contraventions detected and attended to within 5 working days. (Non-cumulative)	#	M L U	2,3 working days,	5 working day	2.9 days	9 notices issued within an average of 2.9 days	timeous confirmation of background information of contraveners.	none	5 working days	5 working days	OPEX	Copies of Notices issued
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A 7 6 1 A	Percentage of Land use contraventions referred to legal after 30 days of nonresponse by resident. (Non-cumulative)	%	M L U	0	100%	0%	No referral made to legal.	Pending subsequent site visit for re-affirmation and final notifications	expedition of associated arrangements set for re-affirmation and final notifications	100%	100%	OPEX	Notices issued and referred to legal
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A 0 0 1	Number of properties identified and verified in line with Land use activities per quarter. (Non-cumulative)	#	G I S	0	30	30	30 properties identified and verified in the quarter	none	none	120	120	OPEX	Property Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence	
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	002	Percentage of cases referred to SPLUM and building control for compliance enforcement per quarter. (Non-cumulative)	%	G I S	0	100%	N/A	No cases were referred to building control and SPLUM for non-compliance	N/A	N/A	100%	100%	OPEX	Referral register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M-26	Percentage of AG queries resolved. YTD (cumulative)	%	L e p - M I A	83%	50%	N/A	No audit findings for the department	N/A	N/A	100%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M-27	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I A	0	75%	N/A	No internal audit findings for the department	N/A	N/A	100%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 28	%	L e p - M I A	0	100%	N/A	Resolution Register / Non applicable	N/A	N/A	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 67	%	L e p - R i s k	0	75%	0	Non applicable	None	None	100%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 91	%	L e p - M A d m i n	0	100%	100 %	4 council resolutions implemented	None	None	100%	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 23	%	L e p M	100%	90%	N/A	No complaints referred to Development Planning	None	None	90%	90%	OPEX	System generated quarterly Report signed off by EM

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2020/21	Annual Target 2021/22	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
accountable, effective, and efficient corporate governance\ IT and Support		and successfully attended to by customer care per quarter		a d m i n										
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N / A	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter		L e p	0	100%	N/A	No documents placed on website this quarter	N/A	N/A	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published.  Report received form SITA.

## 5.5 Budget and Treasury

The Department comprises of the following units:

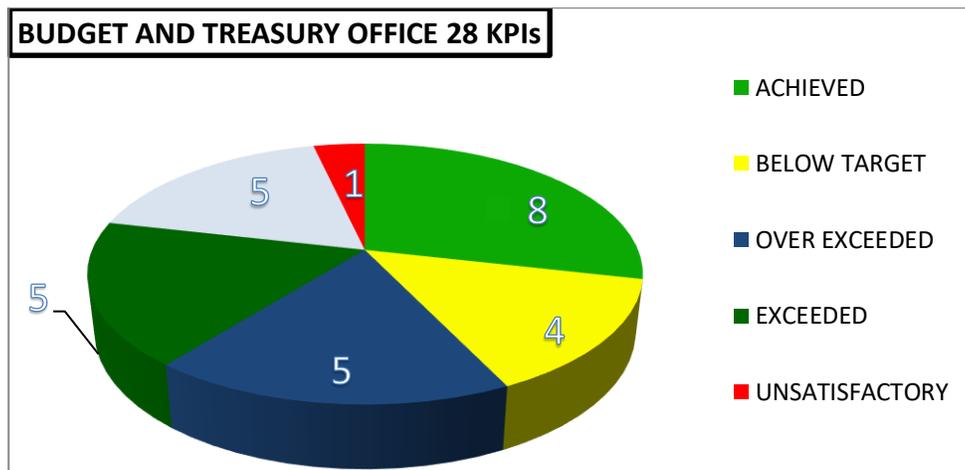
- Budget and Reporting
- Expenditure
- Income
- Supply Chain Management

**Budget and Treasury** Department has twenty-eight (28) indicators on the higher SDBIP which are deliverable from the Department. Five (5) indicators are not applicable (N/A) for the Quarter, eight (8) indicators achieved target, five (5) Indicators exceeded target, five (5) indicators over exceeded target, one (1) indicator is unsatisfactory, and four (4) indicators performed below average.

**Table 5**

Indicators	Total number 28
Achieved Target	8
Exceeded Target	5
Over exceeded Target	5
Below Target	4
Unsatisfactory	1
Not applicable	5

The Departmental performance is depicted on the below color-coded pie chart:



The detailed performance for the department follows:

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	N / A M 17	Number of Asset Verification conducted YTD	#	L e p - M B & R	1	N/A	N/A	Asset verification has commenced in April 2022	None	None	1	1	1 400 000	SLA of Appointed Service Provider Updated Asset Registers
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	N / A M 630	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage) YTD	%	L e p - M B & R	246%	200%	301%	Current Assets = 538 398/ Current Liabilities 142 058	Overachievement is due to low current liabilities versus the high current assets of the municipality.	None	200%	200%	OPEX	Financial report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A M 25	Number of quarterly financial reports submitted to Council YTD* (cumulative)	#	L e p - M B & R	4	3	3	The report submitted to Secretariate for Agenda	None	None	4	4	OPEX	Financial report, Quarterly reports to Council Council resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A M 756	Number of Interim financial statements prepared and submitted to Audit Committee YTD (cumulative)	#	L e p - M B & R	0	1	0	Interim AFS not done	Audit process completed late in February on previous AFS hence no ample time for the interim AFS	Change the targeting and indicator on interim AFS	1	1	OPEX	Interim Financial Statements
KPA3: Financial Viability and Financial Management\ Enhance revenue and	N / A M 81	Number of Annual Financial Statements submitted to the Auditor General	#	L e p - M	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Set of Financial Statements(AFS)', Proof of

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence	
financial management\ Budget and Reporting		on time (by end August) YTD		B & R										submission	
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A	M _3 9 7	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) YTD	%	L e p - M B & R	263%	200%	515%	Total Cash R144 775 007= /Total monthly fixed expenditure R28 111 000	The municipality has received the tranches of all the grants	None	200%	200%	OPEX	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M _3 4 8	Percentage on Payment of creditors within 30 days	%	L e p - M E x p	100%	100%	93.1%	23 /588 of Invoices submitted for payments were received after 30 days	All 23 of late Invoices were from other Directorate, BTO has no control over them.	The KPI to be assigned to each Directorate for easy monitoring of late Invoices.	100%	100%	OPEX	Creditors register Expenditure Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M _0 1 1	Percentage of municipal Financial Management Grant spent YTD* (cumulative)	%	L e p - M E x p	100%	75%	90%	The expenditure is over the target due to a more than expected support on EMS but will reduce in the coming months due to offsite support.	Support on EMS are mostly off site therefore saving on travel and accommodation	None	100%	100%	OPEX	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial	N / A	M _2 0 5	Percentage Debt coverage (total R-value operating revenue received	%	L e p - M	2249%	200%	2596%	Debt Coverage =406 347 480.22/ Borrowings 15 652 848.92	Debt coverage higher than expected due to low borrowings	None	200%	200%	OPEX	Financial Report

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r E x p	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
management\ Expenditure Management		minus R-value Operating grants, divided by R- value debt service payments (i.e. interest + redemption) due within financial year) YTD												
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\Supply Chain management	N / A 8 5	M Average number of days between closing of tender and adjudication YTD (cumulative)	#	L e p - S C M	121 days	90 days	22 days	All Bids were finalised within validity period of the bids	Effective Weekly meetings Bids are finalised within validity period of the bids	None	90 days	90 days	OPEX	TENDER REPORT
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\Supply Chain management	N / A 1	M Number of tender reports submitted to council per quarter YTD (cumulative)	#	L e p - M S C M	4	3	3	Tender progress report from 1 July 2021 till 31 <sup>st</sup> December 2021 submitted to Council, Item No. A24/2022(1)	None	None	4	4	OPEX	Tender reports
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\Supply Chain management	N / A 2	M Number of Deviation reports submitted to council per quarter YTD (cumulative)	#	L e p - M S C M	4	3	3	Report for Deviations from the 1 <sup>st</sup> of July 2021 until 31 <sup>st</sup> December 2021 submitted to Council, Item A26/2022(1)	None	None	4	4	OPEX	Deviation report
KPA3: Financial Viability and Financial	N / M	M Number of stock count done per	#	L e	1	N/A	N/A	N/A	N/A	None	1	1	OPEX	Stock taking report

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
Management\ Enhance revenue and financial management\Supply Chain management	A s c m 3	annum		p - M S C M										
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A M - 3 3	Percentage debt collected per Quarter	%	L e p - M R e v	83%	95%	99%	The municipality collected an average of 99% of revenue billed from July 2021 to March 2022. The municipality wrote-off a debt of R 73 million in December 2021, this is for the 5025 Altoostyd stands belonging to Limpopo Provincial Government (see Council Resolution A165/2021[10])	The over performance is as a result of the municipality having written-off a debt of R 73 million in December 2021, this is for the 5025 Altoostyd stands belonging to Limpopo Provincial Government (see Council Resolution A165/2021[10])	None	95%	95%	OPEX	Revenue collection report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A M - 3 9 6	Percentage outstanding service debtors to revenue (R- value total outstanding service debtors divided by R- value annual revenue received for services) YTD	%	L e p - M R e v	17%	5%	1%	The municipality has over achieved during the period July 2021 to March 2022	The over performance is as a result of the municipality having written-off a debt of R 73 million in December 2021, this is for the 5025 Altoostyd stands belonging to Limpopo Provincial Government (see Council	None	5%	5%	OPEX	Revenue collection report

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target			Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
							Actual	Actual Notes						
									Resolution A165/2021[10]					
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A 3 7	M - 6 3 7 Number of credit control policies reviewed and approved by Council YTD*	#	L e p - M R e v	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Council resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A 3 6	M - 6 3 6 Number of awareness campaign on payment of services and registration of indigent consumers YTD (cumulative)	#	L e p - M R e v	1	2	2	The municipality has sent electronic public awareness notices and clients are sent statements via email monthly, and there is a message included on the statement that reminds clients to make payments by the due date.	None	None	3	3	OPEX	Attendance registers
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	N / A 3 8	M - 6 3 8 Number of updated and credible indigents register in place YTD	#	L e p - M R e v	1	N/A	N/A	N/A	N/A	N/A	1	1	OPEX	Indigent register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective	N / A 5 0	M - 6 5 0 Number of Unqualified Audit Opinion received from AG YTD	#	L e p - C	0	N/A	1	Unqualified Audit Report was only received in the 3rd Quarter	Report only received in the 3rd Quarter and the targe was planned for the	None	1	1	OPEX	Audit report

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r F O	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
and efficient corporate governance\ Auditor General									second quarter					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 7 4 0	#	L e p - C F O	2	NA	1	There are no material audit findings as the municipality has received the unqualified audit opinion.	Audit Report was only received in the 3rd Quarter, and the target was planned for the 2 <sup>nd</sup> quarter.	None	0	0	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 6	%	L e p - M I A	83%	50%	3%	1OUT OF35 Findings has been resolved, 23 of them are on progress	The Findings are ongoing Audit Report was only received on the 3rd Quarter	Other Findings will be Actioned during the preparations of AFS	100%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 7	%	L e p - M I A	0	75%	81%	17 out of 21 internal audit findings resolved	The report includes the Audit Findings carries over from the previous financial year which were resolved	None	100%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 8	%	L e p - M I A	100%	100%	100%	All Audit Committee Resolutions has been implemented	None	None	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 6 6 7	%	L e p - R i s k	90%	75%	98%	40 of 41 of risk identified has been resolved.	The report includes the risks carries over from the Previous Financial year which were resolved	None	100%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 6 9 1	%	L e p - M A d m i n	100%	100%	100%	All Council Resolutions has been implemented	None	None	100%	100%	OPEX	Council Resolution Register

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	L e p - M a d - m i n	100%	90%	100%	All queries/complaints related to BTO has been fully resolved	All complains were assigned to relevant Managers and CFO is monitoring them weekly.	None	90%	90%	OPEX	System generated quarterly Report signed off by EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	L e p - M C o m	0	100%	100%	Budget & Treasury Office has published the report on budget Implementation on the website	None	None	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published.  Report received form SITA

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	B T O 1	B P O 1	Mobile Offices	%	C F O 0	Construc tion	Purchase order for the mobile issued	Delivery expected 29/04/2022	None	None	100%	100%	500 000	Advert Progress report

## 5.6 Social Services

The department comprises of the following units:

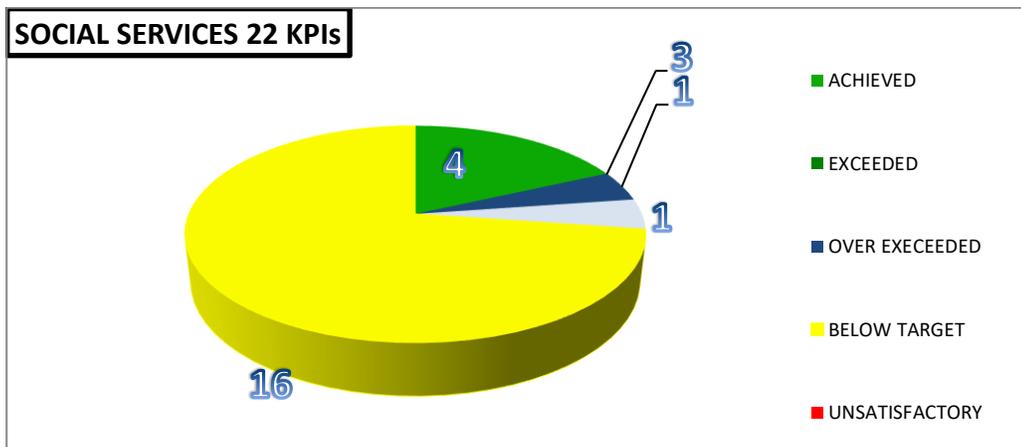
- ▶ Traffic
- ▶ Registration
- ▶ Waste Management
- ▶ Parks
- ▶ Libraries

**Social Services** Department has twenty-two (22) indicators which are deliverable from the Department. One (1) indicator is not applicable for the quarter, four (4) indicators achieved target, one (1) indicator over exceeded target, no indicators exceeded target and sixteen (16) indicators performed below target.

**Table 6**

Indicators	Total number 22
Achieved Target	4
Exceeded Target	0
Over Exceeded Target	1
Below Target	16
Unsatisfactory	0
Not applicable	1

The Departmental performance is depicted on the below color-coded pie chart:



The detailed performance for the department follows:

Hierarchy (KPA) STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M #	U p d a t e r - M P a r k s	Baseline	Qtr. 3				Annual	Annual	Annual	Portfolio of	
						2019/20 Actuals	Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Target 2021/22			Target 2022/23
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 1 7 0	Number of trees planted per quarter, year to date (operational budget) *YTD (cumulative)	#	L e p - M P a r k s	610	350	323	500 trees were purchased, and 60 trees were planted at Modise Project and another 60 trees were planted at Etlang re jeng project.	27 planned to be planted during the handover RDP project at Seleka, the date was postponed.	Outstanding trees to planted in the fourth quarter	500	500	R48 041.	Purchase Order, Delivery Note, Invoice Nursery, Inventory Register, Beneficiary list
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 1 7 1	Number of Times each Of the 15 parks maintained per quarter (Non-cumulative)	#	L e p - M P a r k s	0	2	1	Out of 15 parks, only 14 were maintained.	Due to mechanical breakdown of 2 tractors and the parks were too overgrown taking more time to completed.	All parks to be maintained 15 in the 4 quarter.	6	6	OPEX	Pictures, Activity schedule

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence	
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 370	Number of cemeteries maintained once per quarter (no-cumulative)	#	L e p - M P a r k s	0	5	4	4 cemeteries were maintained during Q3.	Due to Machines breakdown, the target could not be achieved	Fast tract the repair of the machines. All parks will be maintained in the Q4	5	5	OPEX	Pictures, Activity schedule
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 702	Number of waste education and awareness campaigns conducted YTD (cumulative)	#	L e p - M W a s t e	43	36	61	15 waste education and awareness campaigns conducted during this quarter.	increase in number of illegal dumping incidents.	None	48	48	OPEX	Presentations, Attendance registers and Agenda
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library	N / A	M - 172	Number of library campaigns held YTD (cumulative)	#	L e p - M L i	3	3	3	1 library campaign conducted during this quarter.	None	None	4	4	OPEX	presentations, attendance register and Agenda

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Services				b										
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	N / A	M - L I B 1 Number of Thusong Centre services campaigns held YTD (cumulative)	#	L e p - M L i b	3	3	3	1 Thusong Centre services campaign conducted.	None	None	4	4	OPEX	presentations, attendance register and Agenda
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	N / A	M - L I B 2 Number of education forum meetings held YTD. (cumulative)	#	L e p - M L i b	3	3	2	1 Education Forum meeting was held on 15/03/2022, in the third quarter	Delays in finalising of election of Ward Committee members who major stakeholder for forum in the previous quarter resulted in a meeting not being held hence the target not being achieved	Constitution of ward committees and implementation of remaining meetings	4	4	OPEX	Invitations, agenda, attendance register, minutes

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target				Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance				
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	N / A	M - 3 9 5	Average turnaround time between application and testing of applicants for learner's license per quarter	# w e e k s	L e p - M R e g	1 week	2 weeks	1 week	Turnaround time between application & testing of applicants for learner's license has improved to one week.	Achieved due to the increased number of tests conducted per day to accommodate more applicants.	2weeks	3weeks	OPEX	Weekly print out from NATIS, register  Report showing the average calculations

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	N / A	M - R G 1	Average turnaround time between application for driver's license and actual testing per quarter	# w e e k s	L e p - M R e g	1 week	2 weeks	1 week	Turnaround time between application for driver's license test until being tested for each application is less than one (1) week.	Achieved due to the increased number of tests conducted per day to accommodate more applicants.	None.	2weeks	2weeks	OPEX	Print outs from NATIS, registers. Report showing the average calculations
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	N / A	M - R G 2	Number of transport forum meetings held YTD. (cumulative)	#	L e p - M R e g	2	3	3	1 Transport forum meeting was held on 22/03/2022.	None	None	4	4	OPEX	Invitations, agenda, attendance register, minutes

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	N / A	M _ 7 0 3	Number of days speed check operations held YTD (cumulative)	#	L e p - M T r a f	0 (new)	90	83	37 days speed checks operations were conducted during this quarter.	Shortage of personnel due to sick leave.	Meet the target in Q4.	120	120	OPEX	Speed checks register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	N / A	M _ 7 0 4	Number of law enforcement operations held YTD. (cumulative)	#	L e p - M T r a f	7	3	6	2 law enforcement operations were held during this quarter.	Overachievement is due to other joint operations arranged by the provincial department.	None	4	4	OPEX	Stop & check register, attendance register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	N / A	M _ 2 5 0	Number of urban households provided with weekly refuse removal, YTD (cumulative)	#	L e p - M W a s t	8231	10602	10602	10602 Urban households are provided with weekly refuse removal services.	None	None	10602	11000	OPEX	Billing list

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target			Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
							Actual	Actual Notes						
				e										
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	N / A	M - 7 0 8	#	L e p - M W a s t e	17	17	17	17 villages have access to refuse removal services through roll-on-roll off system.	None	None	17	17	OPEX	Weekly Plan, List of Villages, Bin Coordinates,
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	S S 4 7	L M W S 1	%	L e p - M W a s t e	0	Compilation process	Draft Specification	Specification was presented to BSC on 16/03/2022.	BSC referred the specification to be corrected.	fast track the finalise the completion of specification with BSC before the end of April 2022.	100%	100%	350 000	Advert Appointment letter and Project progress report
KPA6: Good Governance and Public Participation\	N /	M - 2	%	L e p	83%	50%			The audit report	We will continue	100%	100%	OPEX	AG action Plan.

Hierarchy (KPA)\ STRATEGIC OBJECTIVE \\ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Responsible, accountable, effective and efficient corporate governance\ Auditor General	A	6	(cumulative)		M I A			0%	2 findings in the department is still on progress	was released at end of February hence the delays in resolving finding	with implements ion the Action plan as recommended				Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 7	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I A	0	75%	100%	2 out 2 audit findings were resolved.	The audit findings were resolved in prior quarters.	N/A	100%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 2 8	Percentage of Audit and performance Committee's resolutions implemented.	%	L e p - M I A	0	100%	N/A	No Resolutions for the department	N/A	N/A	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 6 7	Percentage of risks mitigations implemented per quarter	%	L e p - R i s k O f f i c e r	0	90%	0	No risks linked to social services are mitigated	mitigation process takes time and its work on progress	Continue to work mitigation on risks linked to the department in future	100%	100%	OPEX	Risk register

Hierarchy (KPA)\ STRATEGIC OBJECTIVE \\ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M - 6 9 1	Percentage of Implementation of council resolutions per quarter	%	L e p - M A d m i n	0	100%	100%	All council resolutions are implemented	None	None	100%	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N / A	M - 2 3	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	L e p - M A d - m i n	100%	90%	50%	Not all complaints linked to department are resolved	Shortage of working tools for parks division to prune and cut trees and only slasher operational	Procure additional working tools for parks division	90%	90%	OPEX	System generated quarterly Report signed off by EM

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
							Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A	M – 6 5 4 Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	L e p – M C o m	0	100%	100%	Required legislated documents are on the website	None	None	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published.  Report received from SITA

## 5.7 Infrastructure Services

The department comprises of the following units:

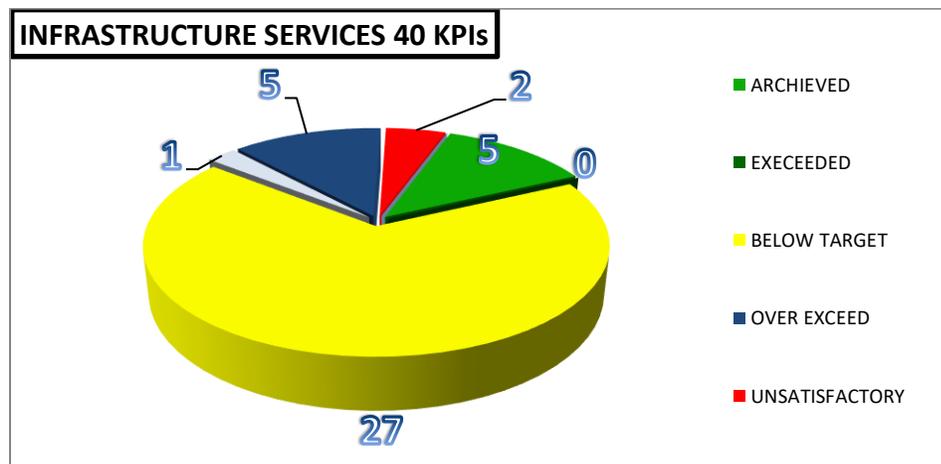
- Water
- Sanitation
- Project Management Unit
- Electrical
- Roads and Storm water

**Infrastructure Services** Department has Forty (40) indicators which are deliverable from the Department. One (1) indicator is not applicable(N/A) for the quarter, five (5) indicators achieved target, No (0) indicator exceeded target, twenty-seven (27) indicators below targets. five (5) indicators over-exceeded target and two (2) indicators performed unsatisfactory.

**Table 7**

Indicators	Total number 40
Achieved Target	5
Exceeded Target	0
Over Exceeded Target	5
Below Target	27
Unsatisfactory	2
Not Applicable	1

The Departmental performance is depicted on the below color-coded pie chart:



The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	N / A	M - 3 4 0	Percentage of Electrical losses YTD*	%	L e p - M E l e c	0%	10%	29%	Target not achieved. P.O.E attached.	Inaccurate Eskom billing & delays in clarify disparities by Eskom. Aged e\Electrical Infrastructure which has passed its service life leads to losses.	to activate the check meters at the substation and meeting called with Eskom Senior management on the 21 April to deal with matter	10%	8%	OPEX	Electrical loss report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 5 & I S E 1 1	M - 4 0 1 A	Number households connected with basic level of electricity by Municipality on Eskom licensed area from 1 July 2021 to 30 June 2022	#	L e p - M E l e c	0 (new)	0	967 number house holds	Target Overachieved 967 Households electrified and waiting energizing by Eskom.	Target planned for completion in the fourth quarter. Progress is aligned to match % progress on project.	Continue with monitoring and supervision of progress work on site.	1879	1879	R 33 822.00	Appointment letter, Payment Certificates Project progress report, confirmation letter from Eskom Completion certificates
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	N / A	M - 4 0 1 B	Percentage of households connected with basic level of electricity by Municipality on Municipal licensed area from 1 July 2021 to 30 June 2022	%	L e p - M E l e c	0(new)	100	100%	Target achieved, Actual is based on the application or per building approval, P.O.E (3 x Connection) attached.	none	none	100	100	OPEX	Works orders
KPA2: Service Delivery and Infrastructure	I S	M G	Installation of high mast lights at	%	L e	n/a	Constru ction	Ready to advertise for	Consultant prepared a tender	Directive was issued be National	Tender document prepared for	100%	n/a	2 500 000	Progress report,

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	E 3	1	Phahladira Village		p - M E l e c			the construction stage and waiting for National Treasury to give go ahead	document, which was approved by the BSC Committee.	treasury for Municipalities not to advertise.	sourcing of contractor. For national treasury to resolve the challenges on the regulations.				Completion certificate
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 5	M G 0 0 6	High mast light installation Segale ,Botsalanong ,Kopanong Senoela, Morwe, Botshabelo	%	L e p - M E l e c	n/a	Constru ction	Construction completed & Eskom have energized.	Target Achieved Construction of 20 High mast lights is completed and energized	Construction work is 100% completed & energized.	None	100%	n/a	7 163 275	Progress report, Completion certificate
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 1 1	M G 0 0 7	High mast light installation at Steve Biko, Maeteletja, Tshelong, Ditaung	%	L e p - M E l e c	n/a	Constru ction	Target Achieved, as high mast light is installed	12 high mast lights completed and waiting for energization	Construction process completed ahead of scheduled time and waiting for eskom to energize	municipality to make follow up with Eskom to energies the high mast lights	100%	n/a	6 096 018	Progress report, Completion certificate
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 1 1	M G 0 0 8	Electrification of houses in Various Villages Phase 1	%	L e p - M E l e c	n/a	Constru ction	Target Achieved construction completed	897 House Holds connected,	Connection of households went on swiftly without anticipated challenges and was completed ahead of the planned time	none	100%	n/a	9 500 000	Progress report, Completion certificate
KPA2: Service Delivery and Infrastructure	I S S	E S	Electrification of houses in Various	#	L e	n/a	Constru ction	Project status at 78%	967 households have been	none	none	100%	n/a	17 000 000	Copy of Advert,

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	E 1 1	1	Villages Phase 2		p - M E l e c			construction progress.	connected and only awaiting energizing by Eskom.						Appointment letter, Progress report, completion Certificate
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 1 4	L M E 9	Electrical Master Plan	%	L e p - M E l e c	n/a	Constru ction	Specifications process	Terms of reference done Specification prepared by February 2022 Waiting for Bid Specification Committee	Delays in completion of correct specification	Fast track the schedules of Bid specification committee to complete the specification process.	100%	n/a	500 000	Copy of Advert, Appointment letter, Progress report,
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 6	L M E 1	Cherry Picker	%	L e p - M E l e c	n/a	Supply and Delivery	Service provider appointed	Appointment of Service Provider was done through RT-57 National Treasury Contract.	Waiting for delivery of a Cherry Picker	S.C.M to fast track the process with the service provider for delivery	100%	n/a	1 500 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 1 2	L M E 2	1 x LDV Bakkies	%	L e p - M E l e c	n/a	Supply and Delivery	Service provider appointed	Appointment of Service Provider was done through RT-57 National Treasury Contract.	Waiting for delivery of 2 x LDV Bakkies	S.C.M to fast track the process with the service provider for delivery	100%	n/a	460 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-	I S E 1 3	L M E 3	3,5 Ton Truck with half canopy	%	L e p -	n/a	Supply and Delivery	Service provider appointed	Appointment of Service Provider was done through RT-57 National	Waiting for delivery of 2 x 4 ton Truck with half	S.C.M to fast track the process with the service	100%	n/a	850 000	Advert, Appointment letter

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	3				M E l e c				Treasury Contract.	Canopies	provider for delivery				
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	N / A	M _ 2 1 8	Number of villages in which access roads are bladed YTD*(cumulative)	#	L e p - M P W	39	29	27	27 villages were bladed in the third quarter	One grader is on a breakdown and rain experienced in the month of January	An order for repair of the grader that has a breakdown was issued	39	39	OPEX	Signed Confirmation report of blading the village and a logbook
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	I S R / P 4 5	L M P P 1	3,5 Ton Truck with half canopy	%	L e p - M P W	n/a	Supply and Delivery	Service provider appointed	Appointment of Service Provider was done through RT-57 National Treasury Contract.	Delays in the appointment process	Fast track the delivery of the assets.	100%	n/a	850 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	I S R / P 4 6	L M P P 2	Mechanical Broom	%	L e p - M P W	n/a	Supply and Delivery	Service provider appointed	Appointment of Service Provider was done through RT-57 National Treasury Contract.	Delays in the appointment process	Fast track the delivery of the assets.	100%	n/a	1 000 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide	I S R	L M P	Walk Behind Roller	%	L e p	n/a	Supply and Delivery	Appointment not done.	Appointment of Service Provider will be done	Insufficient budget allocated to the project	Municipality to increase budget in the next	100%	n/a	100 000	Advert, Appointment letter

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	/ P 4 8	P 3			- M P W										
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	I S R / P 3 7	L M P P 4	2x Plate Compactors	%	L e p - M P W	n/a	Supply and Delivery	Specification completed	Specification ready waiting to be advertised	Only one plate compactor will be procured this financial year due to insufficient funding	Additional budget requested for the next financial year	100%	n/a	80 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	I S R / P 2	L M P P 5	Asphalt Saw Cutter	%	L e p - M P W	n/a	Supply and Delivery	Specification completed	Specification ready waiting for advertisement	Delays in finalising the specifications.	Fast track the advertisement process.	100%	n/a	80 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	I S R / P 1	L M P P 6	Construction of Bridge to Martinique Cemetery	%	L e p - M P W	n/a	Constru ction	Specification completed.	Specification has been presented to the specification committee for advertising	Delays in completion of correct specification	Fast track the schedules of Bid specification committee to complete the advertising process.	100%	n/a	1 000 000	Copy of Advert, Appointment letter, Progress report, completion Certificate

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	LEDD1	LMP7	Construction of Hawkers Stalls	%	L e p - M P W	N/A	Constru ction	Detailed designs have been completed	Detailed designs have been completed	Insufficient budget allocated to the project	Municipality to increase budget in the next financial year	100	100	3 500 000	Advert, appointment letter, completion certificate
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	N/A	M400A	Percentage of households connected with access to sanitation in urban area (Marapong, Onverwacht and Town) from 1 July 2021 to 30 June 2022	#	L e p - M S a n i t	0 (New)	100%	100%	No connection were made in the quarter. All houses are connected from the previous quarters.	None.	None.	100%	100%	OPEX	List of households issued with occupation certificates/ Works Order
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Wastewater Quality (Green Drop)	N/A	M758	Number of monthly wastewater quality monitoring report conducted by Municipality YTD (cumulative)	#	L e p - M S a n i t	1	3	0	Service provider to be appointed in the 4th Quarter.	Insufficient budget for the process	Allocation of sufficient budget in the next financial year.	10	10	OPEX	Monthly Wastewater analysis report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\	ISS25	MG2A	Thabo Mbeki sewer network phase 2	#	L e p - M S a	n/a	Design	contractor appointed	Project is on construction stage	Municipality fast tracked appointment process. Contractor ahead of planned schedule.	None	100%	n/a	932 441	Advert, Appointment letter, Detailed Design

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Sanitation - New Infrastructure					n i t										
KPA2: Service Delivery and Infrastructure	I S S 6	L M S N 1	Sewer Unblocking Machine	%	L e p - M S a n i t	n/a	Supply and Delivery	Not Procured	Projected was presented to the Evaluation Committee & was recommended for readvertisement	Insufficient Budget.	Projected was presented to the Evaluation Committee & was recommended for readvertisement with increased budget	100%	n/a	543 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure	I S S 7	L M S N 2	Sand Removal machine for the sewer pipes	%	L e p - M S a n i t	n/a	Supply and Delivery	Not Procured	To be sourced using 3 quotation SCM processes.	None	SCM to Fastrack the procurement process.	100%	n/a	450 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure	I S S 8	L M S N 3	Mobile Bucket Winch	%	L e p - M S a n	n/a	Supply and Delivery	Not Procured	Projected was presented to the Evaluation Committee & was recommended for readvertisement	Insufficient Budget.	Request for additional funding and re-advert to be issued.	100%	n/a	5000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure	I S S 9	L M S N 4	Mobile trash Pump	%	L e p - M S a n	n/a	Supply and Delivery	Not Procured	Projected was presented to the Evaluation Committee & was recommended for readvertisement	Insufficient Budget.	Request for additional funding and re-advert to be issued.	100%	n/a	200 000	Advert, Appointment letter

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
					i t										
KPA2: Service Delivery and Infrastructure	I S S 1 0	L M S N 5	Sanitation Master Plan inclusive system modelling and pump station modelling 1 (Master plan)	%	L e p - M S a n i t	n/a	Inception Report	Inception report not done	Terms of reference ready, awaiting advert to source for service providers.	Delays in the compilation of the inception report.	Finalise the inception report.	100%	n/a	500 000	Advert, Scoping, inception, Water infrastructure master plan
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water – Supply	N / A	M - 3 9 9 A	Percentage of households connected with access to water in urban area (Marapong, Onverwacht and Town) from 1 July 2021 to 30 June 2022	%	L e p - M W a t e r	0 (New)	100%	100%	No new households connected in the Quarter	None	None	100%	100%	OPEX	List of households issued with occupation certificates/ Works Order
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water – Supply	I S W 2 1	L M W 1	Water Infrastructure Master Plan	%	L e p M W a t e r / P M U	n/a	Inception Report	Inception report not done	Bid Specification/ TOR's awaiting sourcing of Quotations from panel of consultants	Delayed approval of Specification	Fast track sourcing of Quotations and appointment of suitable bidder	100%	n/a	500 000	Advert, Scoping, inception, Water infrastructure master plan
KPA2: Service Delivery and Infrastructure Development\ Provide	N / A	M - 8	Percentage of water losses per quarter.	%	L e p	10%	14%	42%	The Water loss report is for two months (Jan-Feb	Water Loss due to pipe bursts on Old AC Pipes,	Replacement of Old AC pipes and	14%	12%	OPEX	Water Loss Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence	
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures					
quality and well-maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)		1			- M W a t e r					2022) of the third Quarter	Malfunctioning of water meters.	Malfunctioning water meters. Implement water conservation and water demand management.				
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	N / A	M 7 2 8	Number of monthly water quality monitoring report conducted by Municipality YTD	#	L e p - M W a t e r	12	8	8		A total of cumulative seven (8) Water analysis reports conducted to date (July 2021-Feb 2022)	None	None	10	10	OPEX	Water analysis Report
KPA2: Service Delivery and Infrastructure	S S 8	M S G P P 4	Establishment of 2 transfer stations in rural Areas	#	L e p - M W a s t e / P M U	n/a	construc tion	Project is on litigation		Project is on litigation	Project is on litigation	The municipality can proceed with the project once the litigation process is done	100	n/a	29 521 567.	Progress report, Completion certificates
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor	N / A	M 2 6	Percentage of AG queries resolved.	%	L e p - M I A	83%	50%	0%		No AG findings resolved.	Audit Report issued at end February some finding requires more time before being resolved	Continue to resolve the findings.	100%	100%	OPEX	AG action Plan. Audit Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
General															
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 7	Percentage of Internal audit findings resolved. YTD (Cumulative)	%	L e p - M I A	0	75%	40%	11out 27 internal audit finings resolved	The nature of findings takes time and resources to complete	Continue to work addressing the IA findings.	100%	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 2 8	Percentage of Audit and performance Committee's resolutions implemented per quarter. (non-cumulative)	%	L e p - M I A	0	100%	100%	all audit committee resolutions were resolved	none	none	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	%	L e p - R i s k	0	75%	65%	24/37 risks have been mitigated.	Risks requires more time and resources to be mitigated.	Outstanding risks to be resolved in the fourth quarter.	100%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N / A	M - 6 9 1	Percentage of Implementation of council resolutions per quarter	%	L e p - M A d m i n	0	100%	0%	All Council Resolutions were not resolved	None	None	100%	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public	N /	M -	Percentage of complaints	%	L e	100%	90%	100%	All complaints received were	every division has allocated an	None.	90%	90%	OPEX	System generated

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I D P I D #	I D	INDICATOR	U O M	U p d a t e r	Baseline20 19/20 Actuals Actuals	Qtr. 3 Target					Annual Target 2021/22	Annual Target 2022/23	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures				
Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	A	23	received on the electronic system and successfully attended to by customer care per quarter		p - M a d m i n				attended to the department	employee to deal with queries and they are monitored					quarterly Report signed off by EM
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N / A	M 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	L e p _ E M I S	0	100%	N/A	The specific function falls within another directorate.	None.	None.	100%	100%	OPEX	calendar of legislated publications, Screenshots of the website published. Report received form SITA

## 7. SDBIP Budget Statements

### SDBIP budget statements

The Municipal Budget and Reporting Regulations (MBRR) R33, specifies that the financial report of a municipality must be in the format specified in Schedule C and include all the required tables, charts, explanatory information and the quality certificate, taking into account any guidelines issued by the Minister in terms of section 168(1) of the Act.

The Finance Department has submitted the following:

1. Table C1 – Summary
2. Table C4 – Financial Performance (Revenue by municipal source vote)
3. Table C4 – Financial Performance (Expenditure by Type)
4. Table C5 – Capital Expenditure (Municipal vote, and funding)
5. Table C5 – Capital Expenditure (Municipal vote, standard classification, and funding)
6. Table C5 – Debtor's Age Analysis
7. Table C7 – Financial Position

## 7.1 Table C1 - Summary

Description	2020/21	Budget Year 2021/22							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	101682966	106591056	106591056	8167607	74046507	79943292	-5896785	-7%	106591056
Service charges	262447653	330663870	330663870	17931867	206921780	247997898	-41076118	-17%	330663870
Investment revenue	4550785	2168475	2168475	346956	2435945	1626358	809587	50%	2168475
Transfers and subsidies	192081353	179916700	191116700	44619954	238657652	141377524	97280128	69%	191116700
Other own revenue	51634912	47616686	47616666	7875534	59692883	35712537	23980346	67%	47616666
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>612397669</b>	<b>666956787</b>	<b>678156767</b>	<b>78941918</b>	<b>581754767</b>	<b>506657609</b>	<b>75097158</b>	<b>15%</b>	<b>678156767</b>
Employee costs	234597654	228865302	225707477	16652563	155450597	169280640	-13830043	-8%	225707477
Remuneration of Councillors	10912367	11686653	12189596	1050974	8698936	9142200	-443264	-5%	12189596
Depreciation & asset impairment	84394857	92704836	92704906	6940463	89227926	69528673	19699253	28%	92704906
Finance charges	19516753	19213294	16132294	133913	5456811	12099222	-6642411	-55%	16132294
Inventory consumed and bulk purchases	163040706	171802714	162333024	13168814	97869058	121481250	-23612192	-19%	162333024
Transfers and subsidies	681126	976879	3087298	99835	596408	2315475	-1719067	-74%	3087298
Other expenditure	112103364	137863682	153616685	7825126	89707856	114931665	-25223809	-22%	153616685
<b>Total Expenditure</b>	<b>625246827</b>	<b>663113360</b>	<b>665771280</b>	<b>45871688</b>	<b>447007592</b>	<b>498779125</b>	<b>-51771533</b>	<b>-10%</b>	<b>665771280</b>
<b>Surplus/(Deficit)</b>	<b>-12849158</b>	<b>3843427</b>	<b>12385487</b>	<b>33070230</b>	<b>134747175</b>	<b>7878484</b>	<b>126868691</b>	<b>1610%</b>	<b>12385487</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	11208513	9086830	9607142	2361319	8637408	5714910	292249	51%	96071429
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	6	1	9	2	0	4	76		
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>99235978</b>	<b>94711728</b>	<b>108456916</b>	<b>56683422</b>	<b>221121255</b>	<b>65027588</b>	<b>156093667</b>	<b>240%</b>	<b>108456916</b>
Share of surplus/ (deficit) of associate	0	0	0	0	0	0	0		0
<b>Surplus/ (Deficit) for the year</b>	<b>99235978</b>	<b>94711728</b>	<b>108456916</b>	<b>56683422</b>	<b>221121255</b>	<b>65027588</b>	<b>156093667</b>	<b>240%</b>	<b>108456916</b>
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	<b>155385865</b>	<b>113661306</b>	<b>179826869</b>	<b>15438342</b>	<b>73200522</b>	<b>130209466</b>	<b>-57008944</b>	<b>-44%</b>	<b>179826869</b>
Capital transfers recognised	125999035	90868303	143399417	12525098	67023293	107514574	-40491281	-38%	143399417
Borrowing	0	0	0	0	0	0	0		0
Internally generated funds	29309015	22793003	33162766	1416108	2912544	20246379	-17333835	-86%	33162766
<b>Total sources of capital funds</b>	<b>155308050</b>	<b>113661306</b>	<b>176562183</b>	<b>13941206</b>	<b>69935837</b>	<b>127760953</b>	<b>-57825116</b>	<b>-45%</b>	<b>176562183</b>
<b>Financial position</b>									
Total current assets	638102458	354003862	424803871		538770364				424803871
Total non current assets	5233076205	1652799640	1722565141		1463195103				1722565141
Total current liabilities	171012526	56006776	296618779		142400001				296618779
Total non current liabilities	198771116	176556839	176556839		178531049				176556839
Community wealth/Equity	1435818531	1871458630	1885203818		1681034415				1885203818
<b>Cash flows</b>									
Net cash from (used) operating	264562551	101824167	223902167	67568154	443444709	166766951	276677758	-166%	223902167
Net cash from (used) investing	0	-113649298	-110049297	-17738574	-83971232	-82536974	1434258	-2%	-110049297
Net cash from (used) financing	0	18213592	30134952	43047	65483	5987217	5921734	99%	7982948
<b>Cash/cash equivalents at the month/year end</b>	<b>444395406</b>	<b>154952714</b>	<b>292552075</b>	<b>0</b>	<b>454363601</b>	<b>238781447</b>	<b>215582154</b>	<b>-90%</b>	<b>216660459</b>
<b>Debtors &amp; creditors analysis</b>	<b>0-30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>91-120 Days</b>	<b>121-150 Dys</b>	<b>151-180 Dys</b>	<b>181 Dys-1 Yr</b>	<b>Over 1Yr</b>	<b>Total</b>
<b>Debtors Age Analysis</b>									
Total By Income Source	48647741	14703831	12176190	11344561	12719509	6311839	8469966	330	444885536
<b>Creditors Age Analysis</b>									
Total Creditors	13171758,4	5812,62	0	0	0	0	0	-	13177571,02

## 7.2 Table C4 – Financial Performance (Revenue by municipal Source vote)

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M09 March										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
<b>Revenue By Source</b>										
Property rates		101682966	106591056	106591056	8167607	74046507	79943292	-5896785	-7%	106591056
Service charges - electricity revenue		174059964	237206945	237206945	11257740	135019382	177905210	-4,3E+07	-24%	237206945
Service charges - water revenue		44700428	49577895	49577895	3367212	43352878	37183418	6169460	17%	49577895
Service charges - sanitation revenue		29000743	24387954	24387954	1885380	17095928	18290966	-1195038	-7%	24387954
Service charges - refuse revenue		14686518	19491076	19491076	1421535	11453592	14618304	-3164712	-22%	19491076
Rental of facilities and equipment		144812	317199	317199	54510	567264	237905	329359	138%	317199
Interest earned - external investments		4550785	2168475	2168475	346956	2435945	1626358	809587	50%	2168475
Interest earned - outstanding debtors		37608761	34620782	34620782	4265894	32545804	25965589	6580215	25%	34620782
Dividends received		0	0	0	0	0	0	0		0
Fines, penalties and forfeits		1038507	686014	686014	23752	228472	514516	-286044	-56%	686014
Licences and permits		9195084	8218473	8218473	3182059	23042174	6163857	16878317	274%	8218473
Agency services		0	0	0	0	0	0	0		0
Transfers and subsidies		192081353	179916700	191116700	44619954	238657652	141377524	97280128	69%	191116700
Other revenue		3642078	3774219	3774219	349319	3309169	2830690	478479	17%	3774219
Gains		5670	-1	-21	0	0	-20	20	-100%	-21
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>612397669</b>	<b>666956787</b>	<b>678156767</b>	<b>78941918</b>	<b>581754767</b>	<b>506657609</b>	<b>75097158</b>	<b>15%</b>	<b>678156767</b>

## 7.3 Table C4 – Financial Performance (Expenditure by Type)

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M09 March										
Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
<b>Expenditure By Type</b>										
Employee related costs		234597654	228865302	225707477	16652563	155450597	169280640	-13830043	-8%	225707477
Remuneration of councillors		10912367	11686653	12189596	1050974	8698936	9142200	-443264	-5%	12189596
Debt impairment		16508748	13582902	16582795	0	5672110	12437091	-6764981	-54%	16582795
Depreciation & asset impairment		84394857	92704836	92704906	6940463	89227926	69528673	19699253	28%	92704906
Finance charges		19516753	19213294	16132294	133913	5456811	12099222	-6642411	-55%	16132294
Bulk purchases - electricity		150251371	148648892	133648892	11422373	81600105	100236672	-18636567	-19%	133648892
Inventory consumed		12789335	23153822	28684132	1746441	16268953	21244578	-4975625	-23%	28684132
Contracted services		43608676	55966030	76304508	2939576	33614589	57228381	-23613792	-41%	76304508
Transfers and subsidies		681126	976879	3087298	99835	596408	2315475	-1719067	-74%	3087298
Other expenditure		51960464	68314749	60729395	4885550	50421157	45266207	5154950	11%	60729395
Losses		25476	1	-13	0	0	-14	14	-100%	-13
<b>Total Expenditure</b>		<b>625246827</b>	<b>663113360</b>	<b>665771280</b>	<b>45871688</b>	<b>447007592</b>	<b>498779125</b>	<b>-51771533</b>	<b>-10%</b>	<b>665771280</b>
<b>Surplus/(Deficit)</b>		<b>-12849158</b>	<b>3843427</b>	<b>12385487</b>	<b>33070230</b>	<b>134747175</b>	<b>7878484</b>	<b>126868691</b>	<b>0</b>	<b>12385487</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		112085136	90868301	96071429	23613192	86374080	57149104	29224976	0	96071429
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		0	0	0	0	0	0	0		0
Transfers and subsidies - capital (in-kind - all)		0	0	0	0	0	0	0		0
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>99235978</b>	<b>94711728</b>	<b>108456916</b>	<b>56683422</b>	<b>221121255</b>	<b>65027588</b>			<b>108456916</b>
Taxation		0	0	0	0	0	0	0		0
<b>Surplus/(Deficit) after taxation</b>		<b>99235978</b>	<b>94711728</b>	<b>108456916</b>	<b>56683422</b>	<b>221121255</b>	<b>65027588</b>			<b>108456916</b>
Attributable to minorities		0	0	0	0	0	0			0
<b>Surplus/(Deficit) attributable to municipality</b>		<b>99235978</b>	<b>94711728</b>	<b>108456916</b>	<b>56683422</b>	<b>221121255</b>	<b>65027588</b>			<b>108456916</b>
Share of surplus/ (deficit) of associate		0	0	0	0	0	0			0
<b>Surplus/ (Deficit) for the year</b>		<b>99235978</b>	<b>94711728</b>	<b>108456916</b>	<b>56683422</b>	<b>221121255</b>	<b>65027588</b>			<b>108456916</b>

## 7.4 Table C5 – Capital Expenditure by vote (Monthly Budget Statements,)

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M09 March										
Vote Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<b>R thousands</b>	1									%
<b>Multi-Year expenditure appropriation</b>	2									
Vote 1 - Office of Municipal Manager		0	0	0	0	0	0	0		-
Vote 2 - Budget and Treasury		0	1	1	0	0	0	0		0
Vote 3 - Corporate Services		0	0	300000	0	0	120000	-120000	-100%	300000
Vote 4 - Social Service		29753868	28622867	2468317	0	1333821	987326	346495	35%	2468317
Vote 5 - Technical and Engineering Services		57419253	26500003	34082744	5717289	17487146	23179088	-5691942	-25%	34082744
Vote 6 - Property, Planning & Development		0	0	0	0	0	0	0		0
Vote 7 - Office of the Mayor/Strategic Office		0	0	0	0	0	0	0		0
Vote 8 - COMMUNITY & SOCIAL SERVICES		0	0	0	0	0	0	0		0
<b>Total Capital Multi-year expenditure</b>	4,7	<b>87173121</b>	<b>55122871</b>	<b>36851062</b>	<b>5717289</b>	<b>18820967</b>	<b>24286414</b>	<b>-5465447</b>	<b>-23%</b>	<b>36851062</b>
<b>Single Year expenditure appropriation</b>	2									
Vote 1 - Office of Municipal Manager		270584	2	0	0	0	0	0		0
Vote 2 - Budget and Treasury		0	500000	500000	0	0	375003	-375003	-100%	500000
Vote 3 - Corporate Services		12908324	0	4359100	0	1148610	2455847	-1307237	-53%	4359100
Vote 4 - Social Service		6499909	500000	19743089	1497136	7071857	14346975	-7275118	-51%	19743089
Vote 5 - Technical and Engineering Services		48202226	47213433	114173618	8223917	46159088	85595227	39436139	-46%	114173618
Vote 6 - Property, Planning & Development		-299266	8925000	3500000	0	0	2625003	-2625003	-100%	3500000
Vote 7 - Office of the Mayor/Strategic Office		630967	1400000	700000	0	0	524997	-524997	-100%	700000
Vote 8 - COMMUNITY & SOCIAL SERVICES		0	0	0	0	0	0	0		0
<b>Total Capital single-year expenditure</b>	4	<b>68212744</b>	<b>58538435</b>	<b>142975807</b>	<b>9721053</b>	<b>54379555</b>	<b>105923052</b>	<b>51543497</b>	<b>-49%</b>	<b>142975807</b>
<b>Total Capital Expenditure</b>		<b>155385865</b>	<b>113661306</b>	<b>179826869</b>	<b>15438342</b>	<b>73200522</b>	<b>130209466</b>	<b>57008944</b>	<b>-44%</b>	<b>179826869</b>

## 7.5 Table C5 – Capital Expenditure by Vote& Classification (Monthly Budget Statements,)

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M09 March										
Vote Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<b>R thousands</b>	1									%
<b>Capital Expenditure - Functional Classification</b>										
<b>Governance and administration</b>		<b>19179420</b>	<b>1900001</b>	<b>8725832</b>	<b>0</b>	<b>1886540</b>	<b>5218055</b>	<b>-3331515</b>	<b>-64%</b>	<b>8725832</b>
Executive and council		845801	1400000	700000	0	0	524997	-524997	-100%	700000
Finance and administration		18333619	500001	8025832	0	1886540	4693058	-2806518	-60%	8025832
Internal audit		0	0	0	0	0	0	0		0
<b>Community and public safety</b>		<b>6042041</b>	<b>1</b>	<b>12132321</b>	<b>0</b>	<b>2721417</b>	<b>9046743</b>	<b>-6325326</b>	<b>-70%</b>	<b>12132321</b>
Community and social services		6081649	1	12132321	0	2721417	9046743	-6325326	-70%	12132321
Sport and recreation		0	0	0	0	0	0	0		0
Public safety		-39608	0	0	0	0	0	0		0
Housing		0	0	0	0	0	0	0		0
Health		0	0	0	0	0	0	0		0
<b>Economic and environmental services</b>		<b>29218073</b>	<b>13185002</b>	<b>8739658</b>	<b>0</b>	<b>1154974</b>	<b>6554745</b>	<b>-5399771</b>	<b>-82%</b>	<b>8739658</b>
Planning and development		-299266	8925000	3500000	0	0	2625003	-2625003	-100%	3500000
Road transport		29517339	4260002	5239658	0	1154974	3929742	-2774768	-71%	5239658
Environmental protection		0	0	0	0	0	0	0		0
<b>Trading services</b>		<b>100868516</b>	<b>98576302</b>	<b>150229058</b>	<b>15438342</b>	<b>67437592</b>	<b>109389923</b>	<b>41952331</b>	<b>-38%</b>	<b>150229058</b>
Energy sources		14642169	45769293	41424086	5129257	23453275	31068063	-7614788	-25%	41424086
Water management		58879794	20655001	68853540	4060558	24947739	49420581	-	-50%	68853540

**Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M09 March**

Vote Description	Ref	2020/21	Budget Year 2021/22							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<b>R thousands</b>	1								%	
								24472842		
Waste water management		2552263	3029141	32739080	4751391	14090245	24355929	10265684	-42%	32739080
Waste management		24794290	29122867	7212352	1497136	4946333	4545350	400983	9%	7212352
<b>Other</b>		0	0	0	0	0	0	0		0
<b>Total Capital Expenditure - Functional Classification</b>	3	<b>155308050</b>	<b>113661306</b>	<b>179826869</b>	<b>15438342</b>	<b>73200523</b>	<b>130209466</b>	<b>57008943</b>	<b>-44%</b>	<b>179826869</b>
<b>Funded by:</b>										
National Government		125999035	90868303	143399417	12525098	67023293	107514574	40491281	-38%	143399417
Provincial Government		0	0	0	0	0	0	0		0
District Municipality		0	0	0	0	0	0	0		0
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		0	0	0	0	0	0	0		0
<b>Transfers recognised - capital</b>		<b>125999035</b>	<b>90868303</b>	<b>143399417</b>	<b>12525098</b>	<b>67023293</b>	<b>107514574</b>	<b>40491281</b>	<b>-38%</b>	<b>143399417</b>
<b>Borrowing</b>	6	0	0	0	0	0	0	0		0
<b>Internally generated funds</b>		<b>29309015</b>	<b>22793003</b>	<b>33162766</b>	<b>1416108</b>	<b>2912544</b>	<b>20246379</b>	<b>17333835</b>	<b>-86%</b>	<b>33162766</b>
<b>Total Capital Funding</b>		<b>155308050</b>	<b>113661306</b>	<b>176562183</b>	<b>13941206</b>	<b>69935837</b>	<b>127760953</b>	<b>57825116</b>	<b>-45%</b>	<b>176562183</b>

**7.6 Table C5 – Debtors Age Analysis**

<b>Debtors by Income Source</b>					
<b>ServiceDesc1</b>	<b>Balance</b>	<b>Current Amount</b>	<b>30-60 Days</b>	<b>90 Days Amount</b>	<b>Over 90 Days</b>
Advance Payment	-30 313 634,09	-30 341 089,37	23 303,42	4 151,86	-
Electricity	75 419 821,27	12 198 121,10	8 485 354,94	2 006 823,10	52 729 522,13
Property Rates	142 022 124,51	8 233 527,44	11 010 708,60	4 612 198,94	118 165 689,53
Sanitation	58 097 588,28	2 481 176,45	2 828 791,84	1 159 127,92	51 628 492,07
Waste Disposal	64 444 713,62	2 106 343,57	2 708 297,36	1 190 303,83	58 439 768,86
Water	119 879 148,12	6 164 174,77	7 655 831,92	3 392 436,66	102 666 704,77
	<b>429 549 761,71</b>	<b>842 253,96</b>	<b>32 712 288,08</b>	<b>12 365 042,31</b>	<b>383 630 177,36</b>
<b>ServiceDesc4</b>	<b>Balance</b>	<b>Current Amount</b>	<b>30-60 Days</b>	<b>90 Days Amount</b>	<b>Over 90 Days</b>
Farm	62 442 576,99	-1 094 345,03	5 181 289,38	2 347 854,20	56 007 778,44
Business	22 153 367,29	5 440 086,46	3 621 995,94	1 029 902,74	12 061 382,15
Government	3 298 972,25	65 178,20	248 841,80	121 555,09	2 863 397,16
Residential	341 654 845,18	-3 568 665,67	23 660 160,96	8 865 730,28	312 697 619,61
	<b>429 549 761,71</b>	<b>842 253,96</b>	<b>32 712 288,08</b>	<b>12 365 042,31</b>	<b>383 630 177,36</b>

## 7.7 Table C6 – Financial Position

Choose name from list - Table C6 Monthly Budget Statement - Financial Position - M09 March						
Description	Ref	2020/21	Budget Year 2021/22			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
<b>ASSETS</b>						
<b>Current assets</b>						
Cash		-140876316	83744653	154544654	237451041	154544654
Call investment deposits		416500996	45000049	45000049	16710418	45000049
Consumer debtors		210275344	191907153	191907153	275795964	191907153
Other debtors		150073004	10557365	10557365	2550933	10557365
Current portion of long-term receivables		0	7819515	7819515	0	7819515
Inventory		2129430	14975127	14975135	6262008	14975135
<b>Total current assets</b>		<b>638102458</b>	<b>354003862</b>	<b>424803871</b>	<b>538770364</b>	<b>424803871</b>
<b>Non current assets</b>						
Long-term receivables		0	3	3	0	3
Investments		0	0	3600000	0	3600000
Investment property		0	0	0	0	0
Investments in Associate		0	0	0	0	0
Property, plant and equipment		5227200181	1651591270	1717756769	1522183279	1717756769
Biological		0	0	0	0	0
Intangible		5799024	879003	879003	-59065176	879003
Other non-current assets		77000	329364	329366	77000	329366
<b>Total non current assets</b>		<b>5233076205</b>	<b>1652799640</b>	<b>1722565141</b>	<b>1463195103</b>	<b>1722565141</b>
<b>TOTAL ASSETS</b>		<b>5871178663</b>	<b>2006803502</b>	<b>2147369012</b>	<b>2001965467</b>	<b>2147369012</b>
<b>LIABILITIES</b>						
<b>Current liabilities</b>						
Bank overdraft		0	0	0	0	0
Borrowing		8742855	7334303	7334303	2666722	7334303
Consumer deposits		9827889	11076002	11076002	9752285	11076002
Trade and other payables		146691782	33639977	274251980	127105994	274251980
Provisions		5750000	3956494	3956494	2875000	3956494
<b>Total current liabilities</b>		<b>171012526</b>	<b>56006776</b>	<b>296618779</b>	<b>142400001</b>	<b>296618779</b>
<b>Non current liabilities</b>						
Borrowing		53945496	72646461	72646461	54671162	72646461
Provisions		144825620	103910378	103910378	123859887	103910378
<b>Total non current liabilities</b>		<b>198771116</b>	<b>176556839</b>	<b>176556839</b>	<b>178531049</b>	<b>176556839</b>
<b>TOTAL LIABILITIES</b>		<b>369783642</b>	<b>232563615</b>	<b>473175618</b>	<b>320931050</b>	<b>473175618</b>
<b>NET ASSETS</b>	2	<b>5501395021</b>	<b>1774239887</b>	<b>1674193394</b>	<b>1681034417</b>	<b>1674193394</b>
<b>COMMUNITY WEALTH/EQUITY</b>						
Accumulated Surplus/(Deficit)		1435818531	1840288630	1854033818	1681034415	1854033818
Reserves		0	31170000	31170000	0	31170000
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	2	<b>1435818531</b>	<b>1871458630</b>	<b>1885203818</b>	<b>1681034415</b>	<b>1885203818</b>

## 8 Risks and Recommendations

1. In accordance with the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance areas presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
2. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled

service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

- I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected key performance areas presented in the municipality's annual performance report for the year ended 30 June 2021:

Key performance area	Pages in the annual performance report
Key performance area – Service delivery and Infrastructure development	x – x

- I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- The material findings on the usefulness and reliability of the performance information of the selected key performance area are as follows:

#### Key performance area: Service delivery and Infrastructure development

Various indicators Reported achievement not supported by sufficient, appropriate evidence i.e. not valid, accurate and complete

- I was unable to obtain appropriate audit evidence for the reported achievements of the twenty five selected indicators relating to this key performance area, due to the lack of accurate, valid and complete records, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report of the indicators listed below:

Key performance area	Reported Achievement
M-401A Percentage households with access to basic level of electricity connected by Eskom YTD	76%
M-401B Percentage households with access to basic level of electricity connected by municipality YTD	100%
M-7 53 Percentage households without access to basic level of Electricity YTD (Backlog)	24%
M-218 Number of villages in which access roads are bladed YTD	39
M-74 Total length of kilometres upgraded from gravel road to surfaced road YTD	3km
Nm-1 Total percentage of maintenance budget spent on *infrastructure maintenance by public works unit YTD	93%
M-400 Percentage households with access to basic level of sanitation.	46%
M-752 Percentage households without access to basic level of sanitation YTD (backlog)	54%
M-399A Percentage household with access to basic level of water YTD	76%
M-399B Percentage household without access to basic level of water YTD	34%

M-250 Number of urban households provided with weekly refuse removal YTD	10 602
M-402 Percentage house with access to basic level of solid waste removal YTD	50%

Key performance area	Reported Achievement
M-708 Number of rural villages with access to weekly refuse removal services through roll on, roll off system.	17
P-15 Purchasing of water tankers	100%
P-19 Addition of water reticulation pipes in Ga seleka and Witpoort RWS phase 4.	68%
P-20 Addition of water reticulation pipes and reservoirs in Mokuruanyaane and Songoane RWS phase 4 and 5.	83%
P-21 Construction of an Asphalt Road in Steve Biko.	100%
P-25 Construction of an Asphalt Road in Melvel.	85%
P-13 Construction of a cemetery	85%
P-22 Establishment of 2 transfer stations in the rural areas Seleka and Moong.	25%
P-23 Installation of high mast lights at Segale, Botsalanong, Senoela, Morwe, Botshabelo, Mong and Sefifithing	0%
P-26 Installation of high mast lights at various villages.	92,80%
P-24 Extension of augmentation of water supply in Witpoort RWS 6.	0%
P-27 Installation of marapong bulk water pipeline	24%
P-28 Construction of Mokuruanyane regional water scheme Bulk pipeline phase 1 and 2.	46%

## **Other matters**

7. I draw attention to the matters below.

## **Achievement of planned targets**

8. Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year and management's explanations provided for the under/over achievement of targets. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 23 to 24 of this report.

## **Adjustment of material misstatements**

9. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of key performance area KPA2: Service delivery and infrastructure development. As management subsequently corrected only some of the misstatements, I raised material findings on the usefulness and reliability of the reported performance information. Those that were not corrected are reported above.

## **9 Limitations of evaluation**

1. All budget related data must be verified against the Municipal Financial System. Values input into the Performance Management System should be cumulative expenditure figures to give a true reflection of the actual performance.
2. The Implementation of MSCOA is a challenge as all modules on the financial system recommended are not fully functional
3. The above auditor general recommendations were considered, and others were addressed in this quarterly report.

## **10 Conclusion**

The 2021-22 Third Quarter Performance Report represents the overall non-financial performance of the municipality which depicts an improvement from the second report. The data provided was because of the collaboration of various Departments within the institution and informed by the Key Performance Indicators and targets as set in the Adjusted Service Delivery and Budget Implementation Plan of 2021-22 Financial Year and the Integrated Development Plan of the Municipality.

Achievements reflected above are a symbol of good governance and administration as displayed by both the Council and Administration Management; however there have been logistical challenges on some of the Capital Projects where targets are not achieved.

## 11. Approval

This report is reviewed by Acting Executive Manger Strategic Support Services

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M C Seanego  
Executive Manager : SSS

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Date:

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M M COCQUYT  
Acting Municipal Manager

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Date: