

LEPHALALE LOCAL MUNICIPALITY



FY 21/22 First Quarter Performance Report

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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
i.t.o.	In Terms Of
SCM	Supply Chain Management
BSC	Bid Specification Committee
BAC	Bid Adjudication Committee
ID	Infrastructure Department
BTO	Budget and Treasury Office
DP	Development Planning Department
SS	Social Services Department
CSS	Corporate Support Services Department
SSS	Strategic Support Services Department

1. Purpose

The purpose of this report is to give feedback regarding the performance of Lephalale Local Municipality for the first quarter of the 2021/22 FY and to be following 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, Component 31 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 First Quarter Performance Report contains information about:

- Quarterly performance against quarterly and annual targets as per the SDBIP is reported on. The SDBIP for 2021-22, Financial Year contains the objectives and indicators as per the Municipal IDP as well as General Indicators. The SDBIP for 2021-22 was developed to reflect **cumulative performance**, therefore the status of indicators reflects the overall performance level achieved year to date.
- Challenges that were experienced in achieving targets, especially in cases where targets were not met.
- 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 targets are highlighted in the form of colours based on scores which were calculated using Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006, adapted to comply with the Lephalale Local Municipality's performance management requirements.

The scoring method utilized 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:

Table 1

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%
Exceeded target	4 -4.99	80%	99.9%
Over exceeded target	5+	100.0%	+

¹ National Treasury MFMA Circular No. 13 of 2005

2. Components of the Report

The following is reported in this report:

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

Summary of SDBIP Votes and Indicators

Overall SDBIP	Total Number of KPIs	Indicator Performance 2020/21FY first quarter				
		Target Achieved	Not Target Achieved	Target Over Achieved	N/A	%
SDBIP Departments (Votes)						
Office of the Municipal Manage	21 Indicators/ projects	11	2	1	7	86%
Strategic Services	27 Indicators	13	3	0	11	75%
Corporate and Support Services	23 Indicators	12	2	2	7	87.5%
Development Planning	18 Indicators	7	2	0	9	78%
Budget and Treasury	28 Indicators	12	6	2	8	70%
Social Services	22 Indicators	15	2	1	4	88%
Infrastructure Services	39 Indicators	22	15	0	2	59%
Total Indicators	178	92	32	6	48	75%

3 Detailed Performance per Department or Vote

There are 178 indicators in the 2021-22 higher level SDBIP, 48 indicators from this total is not applicable for the quarter. The total number of measurable indicators is 130.

The Overall SDBIP achievement is 64 indicators achieved target as predetermined, 28 indicators exceed target, 6 indicators over exceeded target extremely, 29 indicators were below target and 3 indicators were unsatisfactory.

This is a good Performance for the institution. The institutional performance is at 3,5 for key performance indicators and project implementation.

3.1 Office of the Municipal Manager

The Departments share the accountability of the strategic indicators as indicated in the approved SDBIP, therefore as those indicators are also duplicated under each department in following sections, they will not be repeated hereunder.

The Office of the Municipal Manager comprises of the following Units:

- Internal Auditing
- Risk Management

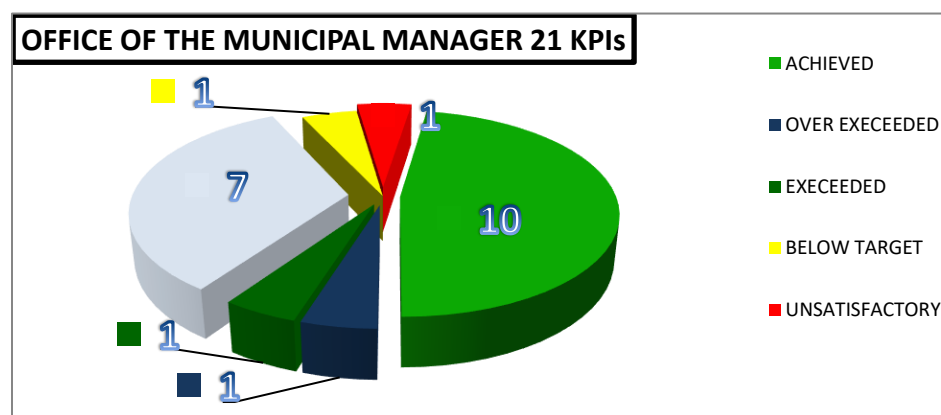
Office of the Municipal Manager has seventeen (21) indicators, on the higher SDBIP which are operational deliverables from the Municipal Manager's offices. The Municipal Manager is equally responsible for all the indicators in other departments. All performance indicators are directly linked to the Municipal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

Out of the seventeen (21) indicators, Seven (7) indicators are not applicable for the quarter, Ten (10) indicators achieved target, one (1) indicator exceeded targets, One(1) indicator Overachieved targets, One(1) indicator performed unsatisfactory and one (1) indicators performed below average.

Table 2

Indicators	Total number21
Achieved Target	10
Exceeded Target	1
Over exceeded Target	1
Below Target	1
Unsatisfactory	1
Not Applicable	7

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



Office of the Municipal Manager

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. 1 Target					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\ Anti-corruption	N / A	M - 24	Number of fraud and corruption cases referred for investigation YTD* (cumulative)	#	L e p - M R i s k	0	0	0	No cases reported to Risk Management unit during quarter 1.	None	None	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)	#	L e p - M R i s k	3	N/A	N/A	N/A	N/A	N/A	3		Council Resolution

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. 1 Target					Annual Target 2021/22	Annual budget	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures			
													OPEX	Approved copy of policy/strate gy
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N / A	M - 0 0 0 1	Number of fraud and corruption awareness conducted YTD*	#	L e p - M R i s k	0	N/A	N/A	N/A	N/A	N/A	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	Baseline 2019/20 Actuals	Qtr. 1 Target					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\ 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	Management has developed the following risk register for the financial year.1. Strategic Risk Register 2. Operational Risk Register 3. Fraud Risk Register. 4.ICT Risk Register 5. Project Risk register and COVID 19 Risk Register.	None	None	6	OPEX	Risk registers (Strategic, Operational, Fraud, Project, ICT)

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. 1 Target					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\ Risk Management	N / A	M – 0003	Number of Risk Committee Meeting facilitated and held per quarter YTD (cumulative)	#	L e p – M R i s k	4	1	1	Only one risk meeting was held this quarter on the 15 July 2021	None	None	4	150000	Invitation, Minutes& attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N / A	M – 648	Number of Audit committee meetings held YTD* (cumulative)	#	L e p – M I A	4	1	3	3 Meetings held in Q1	There were 2 special meetings held that led to overachievement	None	4	250000	Invitation, Minutes, and 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	Baseline 2019/20 Actuals	Qtr. 1 Target					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\ Audit Committee	N / A	M - 0004	Number of Audit committee Report served to Council YTD* (cumulative)	#	L e p - M I A	4	1	1	One AC report was sent to Council	None	None	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. 1 Target					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\ Audit Committee	N / A	M – 2020	Number of AG Action Plan developed and monitored YTD	#	Le p – M I A	1	1	1	Action plan is in place	None	None	1	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. 1 Target					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\ Audit Committee	N / A	M – 652	Percentage of audit reviews conducted per quarter	%	L e p – M I A	70%	70%	20%	5 out of 10 audits are completed, 2 in progress, 3 will be done only after appointment of the audit firm	Delays in the appointment of the audit firm and inadequate hours allocated for audits	MM is fast tracking the appointment of the audit firm. CAE will consider the revision of the budgeted hours for audits	80%	OPEX	Audit Plan Internal Audit Reports
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	None	None	1	OPEX	Internal Audit Action Plan/Query Register served at Audit Committee during the quarter

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. 1 Target					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\ Audit Committee	N / A	M - 0 6 8	Number of Internal Audit Quarterly Reports submitted Audit committee YTD* (cumulative)	#	L e p - M I A	4	1	1	One IA quarterly report was submitted to AC meeting for July 2021	None	None	4	OPEX	Internal Audit quarterly 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. 1 Target					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 - 6 5 0	Number of Unqualified Audit Opinion received from AG YTD	#	L e p - C F O	0	N/A	N/A	N/A	N/A	N/A	1	OPEX	Audit report
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	1	1	1 Community Safety Forum Meeting were held on 11 August 2021	None	None	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. 1 Target					Annual Target 2021/22	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\ 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	1	1	25 Municipal Sites were audited	None	None	4	OPEX	Security Survey sheets Security Report
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%	N/A	N/A	N/A	N/A	N/A	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	Baseline 2019/20 Actuals	Qtr. 1 Target					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 - 2 7	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I A	0	25%	N/A	There are no IA queries in the MM's office	None	None	100%	OPEX	Internal Audit Queries register
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%	79%	55 out of 70 queries were resolved and 15 is ongoing	Some of the resolutions is ongoing	None	100%	OPEX	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. 1 Target					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\ 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	25%	95%	75 Out of 79 risks are mitigated and thus resolved	The departments is continuously working on risks mitigations	None	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. 1 Target					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\ 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%	100%	2 out of 2 Resolutions were implemented	None	None	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. 1 Target					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\ IT and Support	N / A	M – 23	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 in MM's office	N/A	N/A	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	M – 654	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	N/A	N/A	N/A	100%	OPEX	calendar of legislated publications, Screenshots of the website published Report received from SITA

3.2 Strategic Support Services

The Department comprises of the following Units:

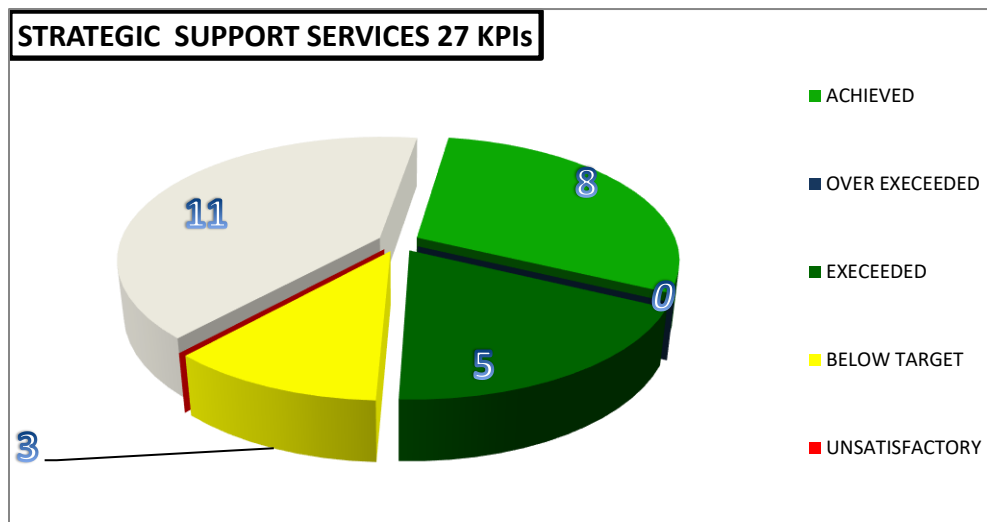
- IDP
- PMS
- Public Participation
- Communication
- LED
- Special Programs

Strategic Support Services Department has twenty-seven (27) indicators, on the higher SDBIP which are operational deliverables from the Department, eleven (11) Indicators are not Applicable for quarter 1 Out the 16 indicators, eight (8) indicators achieved target, five (5) indicator exceeded target, and three (3) indicators performed below target.

Table 3

Indicators	Total number 27
Achieved Target	8
Exceeded Target	5
Over Exceeded Target	0
Below Target	3
Unsatisfactory	0
Not Applicable	11

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



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. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N / A	M - 3 2 2	Number of HIV/Aids campaigns/meetings held YTD*(cumulative)	#	L e p - M P P	5	1	0	No HIV/AIDS campaign/meeting held in the 1st quarter	Vaccination program deprived us of Health official to hold campaigns	Hold 2x campaign/meeting in the 2nd quarter	5	OPEX	Invitations, Agenda and Attendance register
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	N / A	M - 6 4 1	Number of special programs awareness campaigns held YTD*(cumulative)	#	L e p - M P P	18	3	4	2x crime awareness campaigns held at Mohlajwa and Majadibodu secondary schools on the 22-09-2021. Women's month celebration, Morwe On 25-08- 2021 at 10:00. Vaccination campaign at	None	None	12	OPEX	Invitations, Agenda and attendance registers

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
								Steve Biko on 16-09-2021 at 11:00.					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	N / A	M 3 3 5 Number of media releases shared with media groups YTD*(cumulative)	#	L e p – C o m	30	5	4	4 Media releases submitted and published on Municipal social media and local newspaper.	Activities were limited due to Covid-19 regulations.	More press releases will be done when covid-19 regulations are lifted.	20	OPEX	Copy of emails shared with the media groups
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 –	0	100%	100%	All Publications were placed on website on time	None	None	100%	OPEX	calendar of legislated publications, Screenshots of the website published. Report received from SITA

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Updated	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	N/A	M262	Number of IDP Rep forums successfully held YTD*(cumulative)	#	MIDP	4	1	1	One Rep forum held on 30 July	None	None	4	650000	Invitations , agenda, and attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	N/A	M325	Number of IDP road shows successfully held YTD*(cumulative)	#	Leop	3	N/A	N/A	N/A	N/A	N/A	3	650000	Invitations , Attendance Register Register of community needs and Agenda

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Updated	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	N/A	M657	Percentage of IDP credibility rating by MEC in Financial Year YTD*	%	Le p –	100%	N/A	N/A	N/A	N/A	N/A	100%	OPEX	MECs credibility report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N/A	M60	Final Annual Report approved by Council by end of March YTD*	#	Le p – PMS	1	N/A	N/A	N/A	N/A	N/A	1	OPEX	Council resolution

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Updated	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N/A	M - 09	#		1	N/A	N/A	N/A	N/A	N/A	1	OPEX	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N/A	M - 43	#	Le p -	1	N/A	N/A	N/A	N/A	N/A	1	OPEX	Process plan Copy of Final SDBIP Proof that it was approved/ signed within the prescribed time

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	N/A	M48	Annual Performance Report submitted to auditor general by August 30th YTD	#	Lepp - PMS	1	1	1	Annual Performance Report submitted to AG on time	None	None	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	M315	Number of quarterly performance assessments performed YTD*(cumulative)	#	Lepp - PMS	4	1	1	The 4th Quarter Performance assessments was done	None	None	4	OPEX	Copies of Assessment Plans

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-40	Number of Quarterly Performance Reports submitted to Audit Committee YTD*	#	Lepp - PMS	4	1	1	The fourth quarter performance reports have been submitted to the audit committee	None	None	4	OPEX	Signed quarterly reports submitted to Audit Committee
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-44	Number of Section 72 (mid-year performance reports) submitted to MM by 25th of January and to council by 31st January YTD*	#	Lepp - PMS	1	N/A	N/A	N/A	N/A	N/A	1	OPEX	Council resolution, Mid-Year Report.

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N/A	M651	Number of Unqualified Opinion per annum YTD*	#	Lepp - PMS	1	N/A	N/A	N/A	N/A	N/A	1	OPEX	AG Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward Committees	N/A	M208	Number of ward committees that are functional and having meetings at least once per quarter and submit reports of such meetings YTD	#	Lepp - MPP	13	13	13	All ward committees are functional	None	None	13	OPEX	Minutes of the meeting held, attendance register, schedule of meetings
KPA4: Local Economic Development\ Create a conducive	N/A	M688	Number of jobs created through municipal LED initiatives and capital projects	#	Lepp -	1200	200	210	210 jobs created in the first quarter	Additional Electrification projects increased the levels of employment.	None	1000	OPEX	List of beneficiaries Contracts/ID Numbers

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updated	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
environment for businesses to invest and prosper\ Job Creation			(from municipal budget) YTD*(cumulative)		MLED									
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	N/A	M-51	Number of workshops on training of SMMEs conducted by 30 June 2022	#	MLED	0	N/A	N/A	N/A	N/A	N/A	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-696	Number of meetings held with strategic partners on SLP/ CSI YTD*(cumulative)	#	Lepp-MLED	4	2	2	2 meetings held	None	None	8	OPEX	Invitations Minutes Agenda & Attendance registers
KPA4: Local Economic Development\	N/A	M-6	Number of investment summits/	#	Lepp	0	N/A	N/A	N/A	N/A	N/A	1	OPEX	Attendance register, Notices or

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Updated	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
Create a conducive environment for businesses to invest and prosper\ Marketing and Branding		96A	promotions implemented by 30 June 2022		- M L E D									Invitations
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N/A	M26	Percentage of AG queries resolved. YTD (cumulative)	%	Le p - M I A	83%	N/A	N/A	N/A	N/A	N/A	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient	N/A	M27	Percentage of Internal audit findings resolved. YTD (cumulative)	%	Le p - M I A	0	25%	38%	5 out of 13 Internal findings are Resolved	None	None	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
corporate governance\ Auditor General														
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N/A	M28	Percentage of Audit and Committee's resolutions implemented.	%	Le p - M I A	0	100%	80%	36 out of 44 resolutions implemented	Resolution requires time and legislative processes to be completed	The Department is in process on implementing the resolutions	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N/A	M67	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	%	Le p - R i s k O f f i c	0	25%	35%	Risks mitigation on implementation processes	Risks are dependent upon activities from different departments	SOP are on implementation	100%	OPEX	Risk register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Updated	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
					er									
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N/A	M691	Percentage of Implementation of council resolutions per quarter	%	Le p - M A d m i n	0	100%	100%	All the Resolutions 8	None	None	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N/A	M23	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	Le p - M a d - m i n	100%	90%	100%	All complains were resolved from Strategic services	The target was set lower during planning	Target to updated during Adjustment	90%	OPEX	System generated quarterly Report signed off by EM
KPA6: Good Governance and Public Participation\ Responsible,	S S S - 3	S S 1	Vehicles of the Mayor and Speaker	%	E M S S S	0	N/A	N/A	N/A	N/A	N/A	acquire d	700 000	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	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22		Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		BUDGET (Budget Expenditure)	
accountable, effective, and efficient corporate governance\ IT and Support														

3.3

3.4 Corporate Support Services

The department comprises of the following Units:

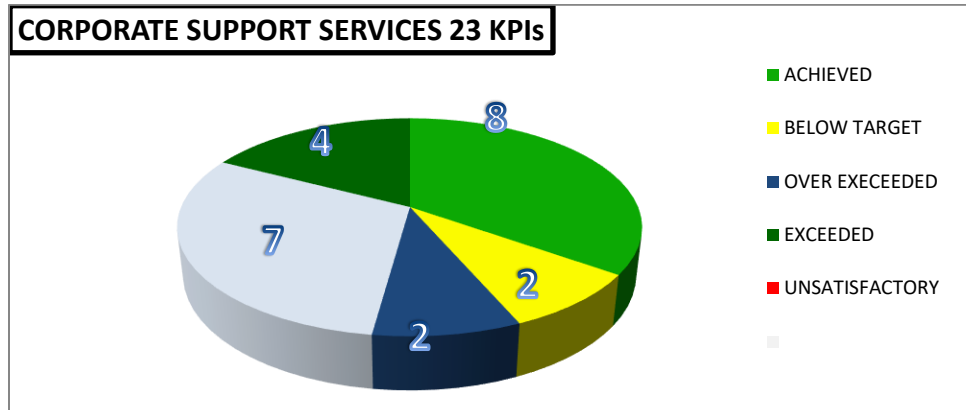
- Administration and Secretariats
- Human Resources
- Legal Services

Corporate Support Services Department has twenty-three (23) indicators in the higher SDBIP2020-21 which are deliverable from the department. Out of the twenty-three (23) indicators, seven (7) indicators are not applicable for the quarter, eight (8) indicators achieved target, four (4) indicators exceeded target, and three (3) indicators performed below target

Table 4

Indicators	Total number 23
Achieve Target	8
Exceeded Target	4
Over exceeded Target	2
Below Target	2
Unsatisfactory	0
Not applicable	7

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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Human Resource Management	N / A	M _ 4 0 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	26	29	Total of 35 positions. 29 filled and 6 are vacant.	For this Quarter there were no new appointments of people from EE groups	N/A	28	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%	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	Number of EAP policies Developed/ Reviewed and approved by Council YTD	#	L e p _ M H R	4	N/A	N/A	N/A	N/A	N/A	4	OPEX	Approved policy document. Council resolution

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	N / A	M - 6 7 8	Number of LLF meetings held YTD* (cumulative)	#	L e p - M H R	4	3	3	2 Special (5 & 24 August 2021) & 1 Ordinary (3 Sept 2021) Meetings were held.	N/A	N/A	6	OPEX	Invite, attendance register, year schedule, resolution 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%	Out of 8 Resolutions, 7 has been resolved and implemented	N/A	N/A	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 -	1	N/A	N/A	N/A	N/A	N/A	1	OPEX	Quarterly audit reports (observation sheets and contractors inspection checklists)

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
					M H R									signed off by EMCSSS,
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%	(6.24 %) 0.06%	0,25 %	Lockdown regulations and employees working on rotations	Lockdown regulations and employees working on rotations	Conditional Grant and Online training are currently In use.	1%	1 400 000	Quarterly training register, budget statement Approved WSP Register Budget statement Expenditur e 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%	All Employees requiring MFMP have been enrolled.	N/A	N/A	100%	OPEX	MFMP proof of enrolment

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
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%	N/A	N/A	N/A	N/A	N/A	6%	OPEX	Appointme nt letters and / updated organizatio nal structure Summary report of the vacancy Rate percentage
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%	23%	22%	Out of 504 Positions 76 are vacant and 425 are filled.	Out of 76 Positions 33 position are prioritised for the financial year.	A schedule of prioritised positions has been drafted and will be adhered to.	94%	OPEX	Report from BTO Percentage of municipal personnel budget spent (signed off by BTO and EMCSSS)

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U	O	M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET (Budget Expenditure)	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\ Legal Services	N	M	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	100%	100%	100%	100% All SLA's & MOU's requested were finalized within a period of 7 days and sent back to the End Users.	N/A	N/A	100%	OPEX	Register indicating the date of request of drafting/re view of SLA to date of SLA completion / Copies of drafted/rev iewed SLAs .
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Legal Services	N	M	Number of By-laws Gazette by end of Financial Year.YTD	#	L	e	p	0	N/A	N/A	N/A	N/A	N/A	1	OPEX	Copy of a gazetted by-law

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Governance and Administration	N	M / - 6 5 5	Number of Council meetings held YTD*(cumulative)	#	L e p - M a d m i n	16	1	3	1 Ordinary held on 27 July 2021 and 2 Special meetings held on 3rd and 31 August 2021	2 Special meetings held on 3rd and 31 August 2021	N/A	8	OPEX	Invitations. Attendance register, Meeting Schedule/C alendar Invitations Minutes/ Resolution register Attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N	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	OPEX	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	N	M / - 0 0 3 4	Number of ICT Steering committee meetings held YTD (cumulative)	#	L e p - M I T	3	1	1	1 meeting held virtually on the 8 Sept 2021.	N/A	N/A	4	OPEX	Invitations, minutes, attendance registers, resolution register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
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	80%	8 out of 10 resolutions are implemented	N/A	N/A	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%	86 complaints received and attended to by Departments .	N/A	N/A	90%	OPEX	System generated quarterly Report signed off by EM
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%	N/A	N/A	N/A	N/A	N/A	100%	OPEX	AG action Plan.

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N	M / _ 2 7	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p _ M I A	0	25%	79%	Out of 14 finding 11 were resolved and 3 still not addressed.	During planning there was under targeting	Consider the Performance from previous year when planning	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N	M / _ 2 8	Percentage of Audit and performance Committee's resolutions implemented.	%	L e p _ M I A	0	100%	90%	9 Out of 10 resolutions resolved.	out of 10 resolutions taken, 8 were resolved, 1 is completed and ongoing and 1 is not completed & ongoing	Department continuously	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N	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	25%	95%	Out of 79 Risks identified, 75 were addressed and only 4 were not addressed.	N/A	N/A	100%	OPEX	Risk register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	I	D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET	Portfolio of evidence
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures		(Budget Expenditure)	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	N	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 29 resolutions taken by Council are implemented	N/A	N/A	100%	OPEX	Council Resolution Register
KPA: 6 Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Communication	N	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%	100%	All documents required to be published are published on the website	None	None			Calendar of legislated publication, Screenshot s of the website published; report received from SITA

3.5 Development Planning

The department comprises of the following units:

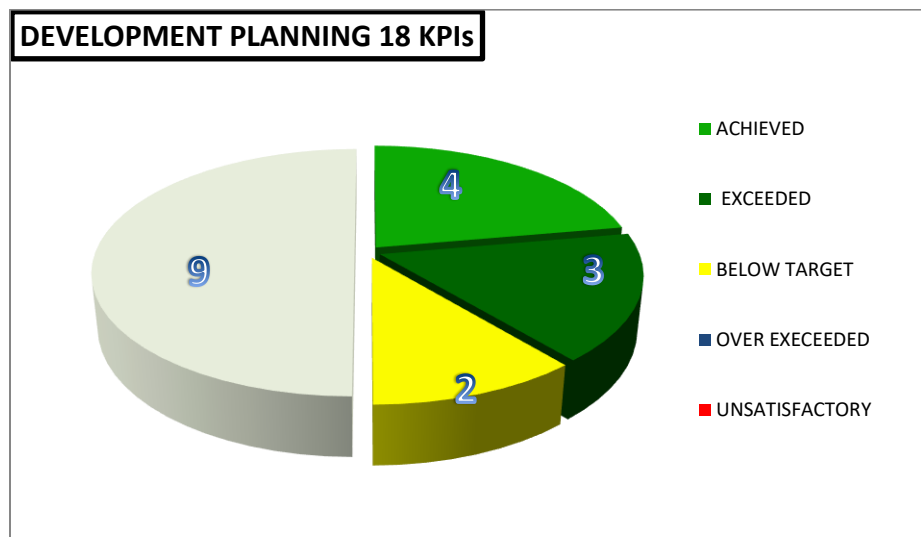
- Building Control
- Land Use Management
- Human Settlements
- GIS

- **Development Planning** Department has Eighteen (18) indicators on the higher SDBIP which are deliverable from the department, Nine (9) indicators are not applicable for the quarter, Out of the Nine (9) indicators, Four (4) indicators achieved the set target, three (3) indicators exceeded target and two (2) indicators performed below target.

- Table 5

Indicators	Total number 18
Achieved Target	4
Exceeded	3
Over exceeded Target	0
Below Target	2
Unsatisfactory	0
Not Applicable	

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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Update r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	N / A	M _ 1 8 6	Percentage of Housing enquiries attended to monthly, YTD. (cumulative)	%	M H S	100%	100%	100%	43 enquiries received and attended to.	None	None	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	L M _ 1	Acquisition and Development of 6,5 hectares Land for integrated human Settlements	%	M H S	0	Land identification	land identified was valued.	land was valued, prize determined pending discussion of offer with the landowner which is planned to take place on the 15 October 2021.	None	None	100%	5425 000	invitation for a meeting . Valuation report from the valuer.
KPA1: Spatial Rationale\ Rational planning to bridge first and second	N / A	M _ 1 1	Average turnaround time of building contraventions	#	M B C	4 working days	5 working days	2.6 working days	5 notices were issued upon	Notice are issued on a daily basis upon any	none	5 working days	OPEX	Copies of notices issued

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
economies and provide adequate land for development\ Building Plans Administration and Inspectorate		4	detected and attended to, within 5 working day.(Non-cumulative)						detection within 2.6 days	contraventions detected				
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)	# works	MBC	27 working days	30 working days	40.4 working days	building plans are circulated and assessed internally by various departments 24 building plans were received and assessed	some departments take longer period to assess plans e.g., infrastructure	constant monitoring of plans assessors and decisiveness	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	N / A	M _ 7 5 9 A	Percentage of Building control contraventions referred to legal after 30 days of nonresponse by resident. (Non-	%	MBC	0	100%	0% N/A	No referral made	None	None	100%	OPEX	Notices issued and referred to legal

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
development\ Land use		cumulative)											
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 Average turnaround time (weeks) for assessment and finalization of land use and development applications from the date of receipt as delegated to the Executive Manager per quarter. (Non-cumulative)	# weeks	M L U	10 weeks	16 weeks	13,2 weeks	14 applications were concluded within an average of 13,2 weeks	Pre-application consultation including completeness of actual applications	none	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 Average turnaround time (weeks) for assessment and finalization of land use and development applications from date of receipt as delegated to the Municipal Planning Tribunal. (Non-cumulative)	# weeks	M L U	0 weeks	16 weeks	0	no application due for MTP	None	None	16 weeks	OPEX	Tribunal Resolution letter/s

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID P I D #	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	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 1	Average turnaround time of land use contraventions detected and attended to within 5 working days. (Non-cumulative)	# w e e k s	M L U	2,3 working days,	5 worki ng day	8,57 days	7 notices issued within an average of 8,57 days	rotation arrangements and other emergencies	re- assignment in favour of available officials	5 workin g 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	M 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	none	none	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	G 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 properties were identified and verified	30 properties were identified and verified	None	None	120	OPEX	Propert y Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
USE														
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	N / A	G - 002	Percentage of cases referred to SPLUM and building control for compliance enforcement per quarter. (Non-cumulative)	%	G I S	0	100%	0%	No referral were made	None	None	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%	N/A	N/A	N/A	N/A	N/A	100%	OPEX	AG action Plan.
KPA6: Good Governance and Public Participation\ Responsible, accountable,	N / A	M - 27	Percentage of Internal audit findings resolved. YTD (cumulative)	%	L e p - M I	0	25%	No Internal Audit findings	N/A	N/A	N/A	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
effective and efficient corporate governance\ Auditor General					A									
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N/A	M28	Percentage of Audit and performance Committee's resolutions implemented. (Non-cumulative)	%	Leap - MIA	0	100%	N/A	No resolutions for the department issued	N/A	N/A	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	N/A	M67	Percentage of risks resolved within timeframe as specified in the risk register YTD (cumulative)	%	Leap - Risk	0	25%	77%	10 out 13 risk mitigations implemented	None	None	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\	N/A	M69	Percentage of Implementation of council resolutions per	%	Leap -	0	100%	100%	N/A	N/A	N/A	100%	OPEX	Council Resolution Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID P I D #	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Audit Committee		1	quarter. (Non-cumulative)		M A d m i n									
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	N/A	N/A	N/A	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	M 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	L e p	0	100%	N/A	N/A	N/A	N/A	100%	OPEX	calendar of legislated publications,

3.6 Budget and Treasury

The Department comprises of the following units:

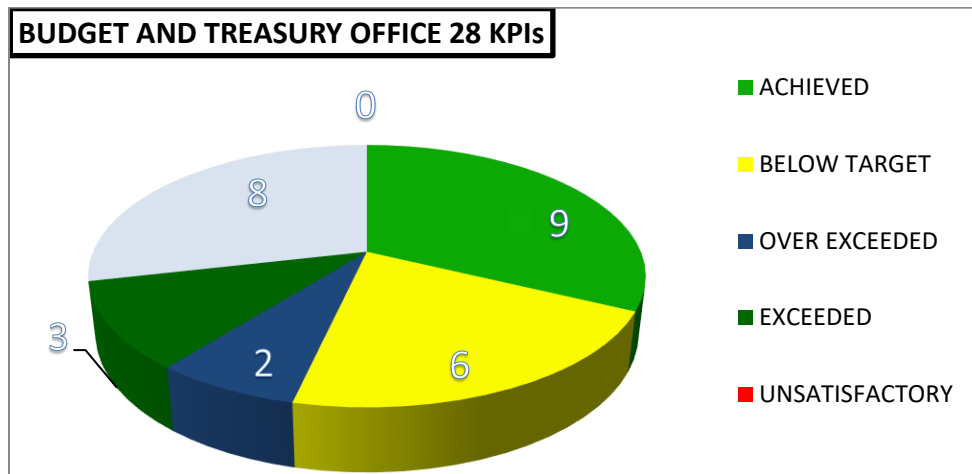
- Budget and Reporting
- Expenditure
- Income
- Supply Chain Management

Budget and Treasury Department has twenty-eight (28) indicators on the higher SDBIP which are deliverable from the department, eight (8) indicators are not applicable for the Quarter. from the twenty (20) indicators, nine (9) indicators achieved targets, two (2) indicators over exceeded target, three (3) Indicator exceeded target, and six (6) indicators performed below average.

Table 6

Indicators	Total number 28
Achieved Target	9
Exceeded Target	3
Over exceeded Target	2
Below Target	6
Unsatisfactory	0
Not applicable	8

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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID P ID #	ID	INDICATOR	U O M	U p d a t e r	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	N / A	M - 1 7	Number of Asset Verification conducted YTD	#	L e p - M B & R	1	N/A	N/A	N/A	None	None	1	1 400 000	SLA of Appointed Service Provider, updated Asset Register
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	N / A	M - 6 3 0	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage) YTD	%	L e p - M B & R	246%	200%	203%	Current Assets R540 773 000/ Current Liabilities R265 794 000	None	None	200%	OPEX	Financial report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A	M - 2 5	Number of quarterly financial reports submitted to Council YTD* (cumulative)	#	L e p - M B & R	4	1	1	The report submitted to Secretariate for Agenda	None	None	4	OPEX	Financial report, Quarterly reports to Council, council resolution
KPA3: Financial Viability and Financial Management\	N / A	M - 7 5	Number of Interim financial statements	#	L e p -	0	N/A	N/A	N/A	None	None	1	OPEX	Interim Financial Statements

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
Enhance revenue and financial management\ Budget and Reporting		6	prepared and submitted to Audit Committee YTD (cumulative)		MB & R									
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A	M - 281	Number of Annual Financial Statements submitted to the Auditor General on time (by end August) YTD	#	Lepp - MB & R	1	1	1	The financial Statement was submitted to AG	None	None	1	OPEX	Set of Financial Statements (AFS)', Pro of submission
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	N / A	M - 397	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) YTD	%	Lepp - MB & R	263%	200%	196%	Total Cash 123 161 612/ Total Fixed Monthly expenditure R62 796 000	High Eskom Bill	Investigation s to be done and dispute to be lodge to eskom for high electricity bill	200%	OPEX	Financial Report
KPA3: Financial Viability and Financial	N / A	M - 3	Percentage on Payment of creditors within	%	Lepp	100%	100%	100%	All submission for payments	None	None	100%	OPEX	Creditors register, Expenditu

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Update	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
Management\ Enhance revenue and financial management\ Expenditure Management		48	30 days		- MEx p				to Expenditure has been paid within 30 days					re Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M _ 11	Percentage of municipal Financial Management Grant spent YTD* (cumulative)	%	L e p - M E x p	100%	20%	25%	The expenditure is over the target due to a more than expected support on EMS	No Challenges at this stage	Monitor expenditure closely	100%	OPEX	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	N / A	M _ 205	Percentage Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption)	%	L e p - M E x p	2249%	200%	778%	Debt coverage higher than expected due to low borrowings	None	None	200%	OPEX	Financial Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
			due within financial year) YTD											
KPA3: Financial and Financial Management\ Enhance revenue and financial management\ Supply Chain management	N / A	M - 285	Average number of days between closing of tender and adjudication YTD (cumulative)	#	Le p - S C M	121 days	90 days	90 days	All tenders were adjudicated within validity period (90 days)	None	None	90 days	OPEX	TENDER REPORT
KPA3: Financial and Financial Management\ Enhance revenue and financial management\ Supply Chain management	N / A	M - s c m 1	Number of tender reports submitted to council per quarter YTD (cumulative)	#	Le p - M S C M	4	1	1	The tender report for quarter 1 is ready and will be presented to council	None	None	4	OPEX	Tender reports
KPA3: Financial and Financial Management\ Enhance revenue and financial	N / A	M - s c m 2	Number of Deviation reports submitted to council per quarter YTD	#	Le p -	4	1	1	The deviation report for quarter 1 is ready and will be presented to	None	None	4	OPEX	Deviation report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Update	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
management\Supply Chain management			(cumulative)						council					
KPA3: Financial and Financial Management\ Enhance revenue and financial management\Supply Chain management	N / A	M - 3	Number of stock count done per annum	#	Le p - M S C M	1	1	1	The stock count is done monthly and the overall reported at year-end	None	None	1	OPEX	Stock taking report
KPA3: Financial and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A	M - 3	Percentage debt collected per Quarter	%	Le p - M R e v	83%	90%	78%	The municipality collected an average of 78% of revenue billed from July 2021 to September 2021	The collection is lower than the prescribed NT rate because of others loss of jobs due to Covid-19	The Municipality is disconnecting electricity monthly and allows consumers to make arrangement and pay 20% down payment. The policy has been amended to	95%	OPEX	Revenue collection report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
											reduce the % of down payment from 50% to 20%. This serves to help and stimulate the clients to make payments. The billing dates has been revised to align to the Month payment for consumers			
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A	M - 396	Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue received for	%	Lepp - M Rev	17%	10%	22%	The 22% of revenue billed during period July 2021 to September 2021	The collection is lower than the prescribed NT rate because of among others loss of jobs due to Covid-19	The Municipality is disconnecting electricity monthly and allows consumers to make arrangement and pay 20%	5%	OPEX	Revenue collection report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
			services) YTD								down payment. The policy has been amended to reduce the % of down payment from 50% to 20%. This serves to help and stimulate the clients to make payments. The billing dates has been revised to align to the Month payment for consumers			
KPA3: Financial and Financial Management\ Enhance revenue and financial	N / A	M _ 6 3 7	Number of credit control policies reviewed and approved by Council YTD*	#	L e p - M R	1	0	N/A	N/A	N/A	N/A	1	OPEX	Council resolution

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
management\ Revenue Management					ev									
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	N / A	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	0	1	1	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	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.	3	OPEX	Attendance registers
KPA3: Financial Viability and Financial Management\	N / A	M _ 6 3	Number of updated and credible indigents	#	L e p -	1	1	0	The indigent registration for 2021/22 Financial	The project is slow due to the election	The project will be fastracked after the	1	OPEX	Indigent register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
Enhance revenue and financial management\ Free Basic Services		8	register in place YTD		M R e v				year is in progress.	campaigns	election period			
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 6 5 0	Number of Unqualified Audit Opinion received from AG YTD	#	L e p - C F O	0	N/A	N/A	N/A	N/A	N/A	1	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	N / A	M - 7 4 0	Number of material audit findings against the municipality regarding financial statements YTD	#	L e p - C F O	2	N/A	N/A	N/A	None	None	0	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 2 6	Percentage of AG queries resolved. YTD (cumulative)	%	L e p -	83%	N/A	N/A	N/A	None	None	100%	OPEX	AG action Plan.Audit Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	U p d a t e r	Baseline 2018/19 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
accountable, effective and efficient corporate governance\ Auditor General					M I A									
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	25%	61%	13 of 21 Findings has been resolved. The findings are added with previous year	None	None	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M - 28	Percentage of Audit and performance Committee's resolutions implemented.	%	L e p - M I A	100%	100%	98%	One of 47 Resolutions not yet completed	None	None	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M - 66	Percentage of risks resolved within timeframe as	%	L e p -	90%	25%	85%	35 out of 45 risks mitigated			100%	OPEX	Risk register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
accountable, effective and efficient corporate governance\ Risk Management		7	specified in the risk register YTD (cumulative)		Risk									
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Audit Committee	N/A	M691	Percentage of Implementation of council resolutions per quarter	%	Lept-MAdmin	100%	100%	100%	40 out of 40 Resolutions has been completed %	None	None	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ IT and Support	N/A	M23	Percentage of complaints received on the electronic system and successfully attended to by customer care per quarter	%	Lept-MAdmin	100%	90%	N/A	N/A	None	None	90%	OPEX	System generated quarterly Report signed off by EM
KPA6: Good	N	M	Percentage of	%	L	0	100%	100%	All our	None	None	100%	OPEX	calendar

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID #	ID	INDICATOR	UOM	Updater	Baseline 2018/19 Actuals	Qtr. Target 1	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	BUDGET (Budget Expenditure)	Portfolio of evidence
Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	/ A	654	required Legislated Publications published on Municipal website from each directorate per quarter		ep - M Com				documents due for publication were published on the website					of legislated publications, Screenshots of the website published. Report received from SITA
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	advert	Advert not done	Stakeholder Engagements	Identification of the needs	To be advertised on the 2nd quarter	100%	500 000	Advert Progress report

3.7 Social Services

The department comprises of the following units:

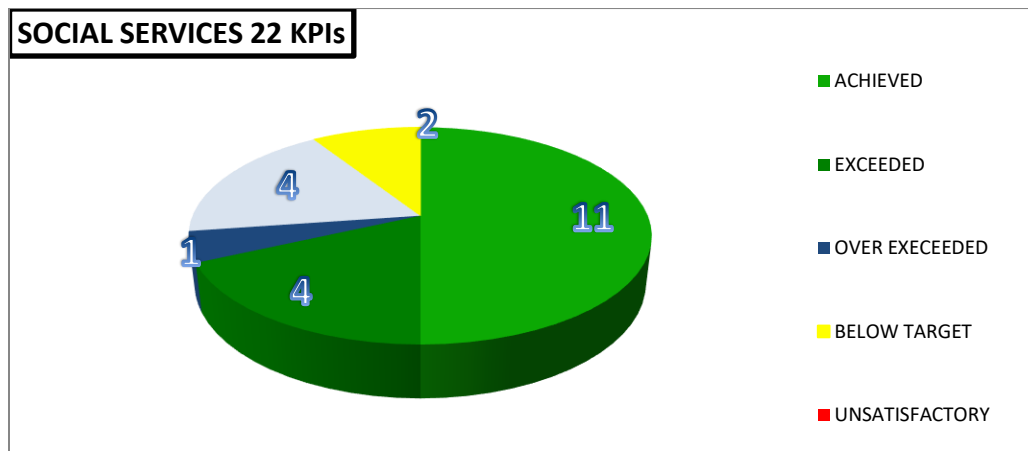
- Traffic
- Registration
- Waste Management
- Parks
- Libraries

Social Services Department has Twenty-two (22) indicators which are deliverable from the department. Four (4) indicators are not applicable for the quarter. Out of the Eighteen (18) indicators, one (1) indicator Overachieved, eleven (11) indicators achieved target, four (4) indicators exceeded target, six (6) indicators performed below target.

Table 7

Indicators	Total number 22
Achieved Target	11
Exceeded Target	4
Over Exceeded Target	1
Below Target	2
Unsatisfactory	0
Not applicable	4

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



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 170	Number of trees planted per quarter, year to date (operational budget) *YTD (cumulative)	#	Lep-MParks	610	0	3	1. Twenty (20) Trees were donated to the Municipality by Department of Agriculture, Forestry & Fishers and Three (3) tree planted at Lephalale SADAF training Centre.	Received trees as donation.	None	500	R48 041.	Purchase Order, Delivery Note, Invoice, Nursery Inventory Register and Beneficiary list.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	N / A	M - 171	Number of Times each Of the 15 parks maintained per quarter (Non-cumulative)	#	Lep - MParks	0	1	1	Fifteen (15) parks are maintained as planned.	None	None	6	OPEX	Pictures & Activity Schedule.
KPA2: Service Delivery and	N /	M -	Number of cemeteries maintained once per	#	Lep-MPark	0	5	5	Five (5) cemeteries	None	None	5	OPEX	Pictures, Activity

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	A	370	quarter(none cumulative)		s				are maintained as planned.					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)	#	Lep-MWaste	43	12	12	Twelve (12) Waste education & awareness campaigns were conducted.	None	None	48	OPEX	Presentations, Attendance register and Agenda.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-	N / A	M - 172	Number of library campaigns held YTD (cumulative)	#	Lep-MLib	3	1	1	One (1) library campaign was conducted.	None	None	4	OPEX	Presentations, Attendance register and Agenda.

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
being\ Library Services														
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	N / A	M - LIB 1	Number of Thusong Centre services campaigns held YTD (cumulative)	#	Lep-MLib	3	1	1	One (1) Campaign was conducted at Lesedi Tshukudu Centre.	None	None	4	OPEX	Presentations, Attendance register and Agenda.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and	N / A	M - LIB 2	Number of education forum meetings held YTD. (cumulative)	#	Lep-MLib	3	1	1	Education Forum meeting was held on 22 September 2021.	None	None	4	OPEX	Presentations, Attendance register and Agenda.

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
improve community well-being\ Library Services														
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	N / A	M - 395	Average turnaround time between application and testing of applicants for learner's license per quarter	# weeks	Lep-MReg	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.	Achieved due to the increased number of tests conducted per day to accommodate more applicants.		OPEX	Weekly print out from NATIS, register, Report showing the average calculations.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry		M - R G 1	Average turnaround time between application for driver's license and actual testing per quarter	# weeks	Lep-MReg	1 week	2 weeks	1 week	Turnaround time between application for driver's license test until being tested for each	Achieved due to the increased number of tests conducted per day to accommodate more	Archived due to the increased number of tests conducted per day to accommodate more	2 weeks	OPEX	Print outs from NATIS, registers. Report showing the average calculation

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
									application is less than one (1) week.	applicants.	applicants .			s
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)	#	Lep-MReg	2	1	1	Transport forum meeting was held on 29/09/2021.	None	None	4	OPEX	Invitations , agenda, attendance register, minutes
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)	#	Lep-MTraf	0 (new)	30	38 days	Thirty-eight (38) speed checks were conducted.	None	None compliance by motorists.	120	OPEX	Speed checks register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve	N / A	M - 7 0 4	Number of law enforcement operations held YTD. (cumulative)	#	Lep-MTraf	7	1	1	One law enforcement operation was conducted.	None	None	4	OPEX	Stop & check register, attendance register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
community well-being\ Road Safety / Law Enforcement														
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)	#	Lep-MWaste	8231	10602	10602	10602 Urban households and 8675 informal settlements households have access to kerbside waste collection	None	None-	10602	OPEX	Billing list
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	N / A	M _ 7 0 8	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system	#	Lep-MWaste	17	17	17	17 villages have access to refuse removal services through roll-on roll-off system	None	None	17	OPEX	Weekly Plan, List of Villages, Bin Coordinat es.
KPA2: Service Delivery and	S S	L M	Review of IWMP for all Nodal Areas	%	Lep-MWas	0	adve rt	0	Busy finalizing	Confusion with naming	Speed up the	100%	350 000	Advert, Appointm

Hierarchy (KPA)\ STRATEGIC OBJECTIVE \ Programme)	ID P I D #	ID	INDICATOR	U O M	Up- dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	4 7	W S 1			te				specification for the review of IWMP.	of the project. It was wrongly titled.	advertisin g process.			ent letter and Project progress report.
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)	%	Lep_ MIA	83%	N/A	N/A	N/A	N/A	N/A	100%	OPEX	. AG action Plan. And 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)	%	Lep_ MIA	0	25%	100%	The 2 internal Audit findings are addressed	None	None	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA)\ STRATEGIC OBJECTIVE \ Programme)	ID P ID #	ID	INDICATOR	U O M	Up- dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges Reasons for under or performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	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.	%	Lep_ MIA	0	100%	N/A	No resolutions for social services	N/A	N/A	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 mitigations implemented per quarter	%	Lep_R isk Office r	0	90%	65%	20 out of 31 risks mitigated	Remaining risks are work on progress and needs time to be fully implemented	Continues with the implementation	100%	OPEX	Risk Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient	N / A	M _ 6 9 1	Percentage of Implementation of council resolutions per quarter	%	Lep_ MAd min	0	100%	N/A	N/A	N/A	N/A	100%	OPEX	Council Resolution Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID P I D #	ID	INDICATOR	U O M	Up-dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
corporate governance\ Audit Committee														
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	%	Lep-Mad-min	100%	90%	N/A	N/A	N/A	N/A	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	M _ 6 5 4	Percentage of required Legislated Publications published on Municipal website from each directorate per quarter	%	Lep_ EMDP	0	100%	100%	All required publications are placed on the Municipal website	None	None	100%	OPEX	calendar of legislated publications, Screenshots of the website published . Report

Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	ID P I D #	ID	INDICATOR	U O M	Up- dater	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
														received form SITA

3.8 Infrastructure Services

The department comprises of the following units:

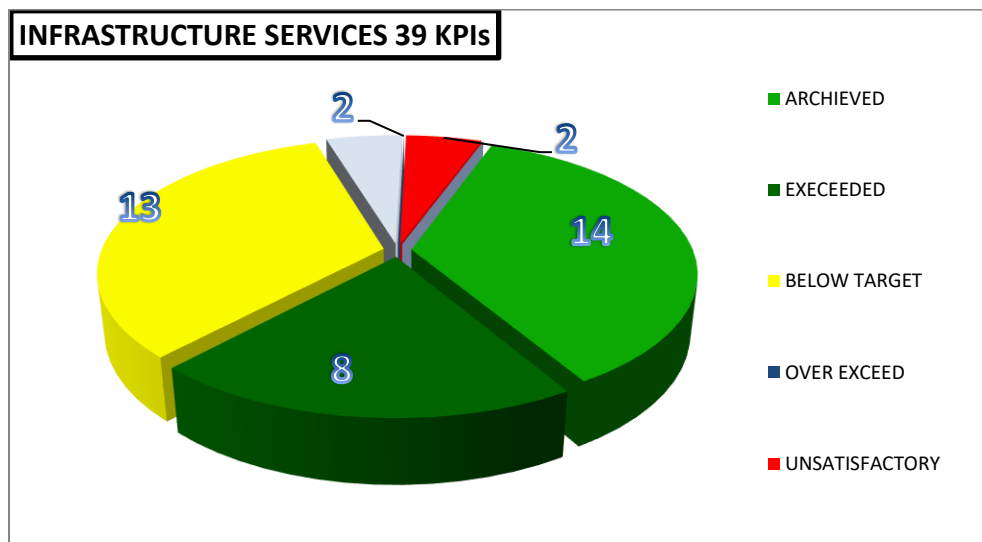
- Water
- Sanitation
- Project Management Unit
- Electrical
- Roads and Storm water

Infrastructure Services Department has Thirty- nine (39) indicators which are deliverable from the department, where two (2) indicators are not applicable for the quarter, fourteen (14) indicators achieved target, eight (8) indicators exceeded target, thirteen (13) indicators below targets and two (2) indicators performed unsatisfactory.

Table 8

Indicators	Total number 39
Achieved Target	14
Exceeded Target	8
Over Exceeded Target	0
Below Target	13
Unsatisfactory	2
Not Applicable	2

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



The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	ID	INDICATOR	UOM	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	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%	12%	-4%	Target achieved and incorrect average of July, August and September divided by 3 values can be verified on P.O.E	Incorrect Billing from Eskom and lack of Maintenance on Electrical Network	To verify check meters at main Substation	10%	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 & 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	517 Household connected from the total Target of 1879.	Target achieved	Municipality complete project in time	None	1879	R 33 822.0 0	Appointment letter, Payment Certificates Project progress report, confirmation letter from Eskom.Com pletion certificates
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-	N / A	M _ 4 0	Percentage of households connected	%	L e p -	0(new)	100	100%	Target Achieved as connection in Town and	No Backlog in Town, Connection is done as	None	100	OPEX	Works orders

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio evidence of
maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)		1 B		M E l e c				Onverwacht is Done as per Application	per approval of Building plans.				
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	I S E 3	M G 1	%	L e p - M E l e c	n/a	advert	quotations have been requested from service providers within the panel	quotations have been requested from service providers within the panel	n/a	n/a	100%	2 500 000	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 5	M G 0 6	%	L e p - M E l e c	n/a	advert	95% construction going on	The service provider has installed all highmast and awaiting electrification by Eskom	Delayed electrification by Eskom	Cogsta has requested to intervene	100%	7 163 275	Progress report, Completion certificate
KPA2: Service Delivery	I	M	%	L	n/a	advert	service	service	n/a	n/a	100%	6 096	Appointme

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio evidence of
and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	SE111	G light installation at Steve Biko, Maeteletja, Tshehlong, Ditaung		elec			provider appointed	provider appointed				018	nt letter,
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	IS111	M Electrification of houses in Various Villages Phase 1	%	elec	n/a	Construction	Construction completed waiting for eskom to energise	Construction completed waiting for eskom to energise	n/a	n/a	100%	9 500 000	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)	IS111	E Electrification of houses in Various Villages Phase 2	#	elec	n/a	advert	service provider appointed	service provider appointed	n/a	n/a	100%	17 000 000	Copy of Advert, Appointment letter, Progress report, completion Certificate
KPA2: Service Delivery	IL	L Electrical	%	elec	n/a	advert	Busy	Busy preparing	We were	To advertise	100%	500 000	Copy of

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	SE14	M Master Plan		e p - M E l e c			preparing specification	specification	benchmarking with other municipality so that we prepare a proper Master plan	in time so that we must not loose the money			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)	ISME6	L Cherry Picker	%	L e p - M E l e c	n/a	Advert	Quotation requested through RT 57 Contract	Quotation requested through RT 57 Contract	n/a	n/a	100%	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)	ISEE12	L 1 x LDV Bakkies	%	L e p - M E l e c	n/a	Advert	Quotation requested through RT 57 Contract	Quotation requested through RT 57 Contract	n/a	n/a	100%	460 000	Advert, Appointment letter
KPA2: Service Delivery	IL	L 3,5 Ton Truck	%	L	n/a	Advert	Quotation	Quotation	n/a	n/a	100%	850 000	Advert,

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	SE 133	M with half canopy		elec			requested through RT 57 Contract	requested through RT 57 Contract					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	NA 218	M Number of villages in which access roads are bladed YTD*(cumulative)	#	Le - MPW	39	7	12	12 Villages were bladed in the first quatere	No challenges	No corrective measure	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	ISRP 45	M 3,5 Ton Truck with half canopy	%	Le - MPW	n/a	Advert	Quotation stage	Supply chain is busy sourcing quotations through transversal program	No challenge	No corrective measure	100%	850 000	Advert, Appointment letter

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
and Upgrading.													
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	ISRP/PP46	Mechanical Broom	%	Lepp-MPW	n/a	Advert	Advert done	The project has been advertised.	No challenges	No corrective measure	100%	1 000 000	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.	ISRP/PP38	Walk Behind Roller	%	Lepp-MPW	n/a	Advert	Advert not done	Busy with the specifications	Service providers not assisting the Municipality with quotations	Testing the market	100%	100 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-	ISRP/	2x Plate Compactors	%	Lepp-	n/a	Advert	Advert not done	Busy with the specifications	Manufactures not assisting	Testing the market	100%	80 000	Advert, Appointment letter

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	P37	4		MPW					the Municipality with quotations				
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	ISRP/PP2	LMCutter	%	Lepp-MPW	n/a	Advert	Advert not done	Busy with the specifications	Manufactures not assisting the Municipality with quotations	Testing the market	100%	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.	ISRP/PP16	LMConstruction of Bridge to Martinique Cemetery	%	Lepp-MPW	n/a	Advert	Advert done	The project was advertised	The was no recommended bidder	The project to be re-advertised	100%	1 000 000	Copy of Advert, Appointment letter, Progress report, completion Certificate

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading.	LEDP 17	Construction of Hawkers Stalls	%	Lepp - MPW	N/A	Advert and Appoint an engineer for supervision	detailed designs have been completed	consultant to revise the costing of the project and divide into various phases	insufficient funds	divide project into phases	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	NMA 400A	Percentage of households connected with access to sanitation in urban area (Marapong, Onverwacht and Town) from 1 July 2021 to 30 June 2022	#	Lepp - MSanit	0 (New)	100%	100%	Target Achieved as connections in Town, Onverwacht and Marapong are Done as per received applications	No Backlog in the urban areas as new connections are installed as per submitted works orders.	None	100%	OPEX	List of households issued with occupation certificates/ Works Order
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-	NMA 75	Number of monthly wastewater quality	#	Lepp -	1	2	2	Only 2 analysis report conducted and waiting for test	The registered employees not able to	DWS in process conducting green drop	10	OPEX	Monthly Wastewater analysis report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio evidence of
maintained infrastructural services in all municipal areas\ Wastewater Quality (Green Drop)		8 monitoring report conducted by Municipality YTD (cumulative)		M S a n i t				results for August & September 2021	capture results on IRIS system. Still to be trained	assessments in the current 2021/22 FY			
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	I S S 2 5	M Thabo Mbeki sewer network phase 2	#	L e p - M S a n i t	n/a	Advert	Advertised for appointment of contractor	The advertised tender closes on the 27 October 2021	N/A	N/A	100%	932 441	Advert, Appointment letter, Detailed Design
KPA2: Service Delivery and Infrastructure	I S S 6	L M Sewer Unblocking Machine	%	L e p - M S a n i t	n/a	Advert	Completed Specification	Specification to be presented to BSC on the 05 October 2021	Delayed approval of Specification	Fast track advertisement and procurement of equipment	100%	543 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure	I S S 7	L M Sand Removal machine for the sewer	%	L e p -	n/a	Advert	Completed Specification	Specification to be presented to BSC on the 05 October	Delayed approval of Specification	Fast track advertisement and procurement	100%	450 000	Advert, Appointment letter

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
		2 pipes		MSanit				2021		of equipment			
KPA2: Service Delivery and Infrastructure	ISSN 83	Mobile Bucket Winch	%	LeptomSan	n/a	Source Quotations	Completed Specificati on	Specification to be presented to BSC on the 05 October 2021	Delayed approval of Specificatio n	Fast track advertiseme nt and procurement of equipment	100%	5000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure	ISSN 94	Mobile trash Pump	%	LeptomSanit	n/a	Advert	Completed Specificati on	Specification to be presented to BSC on the 05 October 2021	Delayed approval of Specificatio n	Fast track advertiseme nt and procurement of equipment	100%	200 000	Advert, Appointment letter
KPA2: Service Delivery and Infrastructure	ISSN 105	Sanitation Master Plan inclusive system modeling and pump station modeling 1	%	LeptomSa	n/a	Advert	In process compiling specificatio n	The specification is 80% complete	Benchmarki ng wiith other Municipaliti es that had similar project	Fast track finalisation of specification and advert	100%	500 000	Advert, Scoping, inception, Water infrastru ctu re master plan

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
		(Master plan)		init									
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water – Supply	N/A	M399A Percentage of households connected with access to water in urban area (Marapong, Onverwacht and Town) from 1 July 2021 to 30 June 2022	%	Leptomwater	0 (New)	100%	100%	100%	Target Achieved as connections in Town, Onverwacht and Marapong are done as per received applications	No Backlog in the urban areas as new connections are done as per approval of Building plans.	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	ISW21	LMW1 Water Infrastructure Master Plan	%	Leptomwater / PMU	n/a	Advert	In process compiling specification	The specification is 80% complete	Benchmarking with other Municipalities that had similar project	Fast track finalisation of specification and advert	100%	500 000	Advert, Scoping, inception, Water infrastructure master plan
KPA2: Service Delivery	N/A	M Percentage	%	L	10%	14%	50,09%	Target Not	Ageing	Implementati	14%	OPEX	Water Loss

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. 1 Target					Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio evidence of
								Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures			
and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)	/ A	81	of water losses per quarter.		e p - M W a t e r				Achieved, Water loss results for two months (July &August)	Infrastructure. Water Loss due to dilapidated infrastructure, illegal connections , burst pipes and Leaks, Malfunctioning of Water Meters	on of Water Conservation and Water Demand Management Programmes. Replacement of old AC Pipes			Report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	N / A	M 728	Number of monthly water quality monitoring report conducted by Municipality YTD	#	L e p - M W a t e r	12	2	2	Target Achieved, Submitted (2) water quality analysis results to date (July&August)	N/A	N/A	10	OPEX	Water analysis Report
KPA2: Service Delivery and Infrastructure	S S 8	M G P 4	Establishment of 2 transfer stations in rural Areas	#	L e p - M W a s	n/a	construction	Matter under litigation	Construction of transfer stations is on hold pending a court case	Construction of transfer stations is on hold pending a court case	Construction of transfer stations is on hold pending a court case	100	29 521 567.	Progress report,

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP / ID #	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
					te / p M U									
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	N / A	M – 26	Percentage of AG queries resolved.	%	Le p – M I A	83%	N/A	N/A	N/A	N/A	N/A	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)	%	Le p – M I A	0	25%	27%	9 out of 33 Internal Audit findings resolved	None	None	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M – 28	Percentage of Audit and performance Committee's	%	Le p –	0	100%	100%	All the % AC resolutions are implemented	None	None	100%	OPEX	Resolution Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP / ID #	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2021/22	BUDGET (Budget Expenditure)	Portfolio of evidence
accountable, effective, and efficient corporate governance\ Auditor General			resolutions implemented per quarter. (non-cumulative)		MA									
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)	%	Le p – R i s k	0	25%	64%	23 Out of 36 Risk mitigations implemented	Targeting made lower during planning	Link the planning to previous performance	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	%	Le p – M A d m i n	0	100%	100%	All the resolutions from infrastructure are implemented	None	None	100%	OPEX	Council Resolution Register
KPA6: Good Governance and Public Participation\ Responsible,	N / A	M 2 3	Percentage of complaints received on the	%	Le p -	100%	90%	40%	Services Complaints not completed	Aged sanitation and water infrastructure	Municipality busy repacking aged	90%	OPEX	System generated quarterly Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	IDP ID #	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target					Annual Target 2021/22	BUDGET (Budget Expenditure)	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			electronic system and successfully attended to by customer care per quarter		M a d m i n					e give rise to repeat leakages	infrastructur e for water and sanitation			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%	100%	All required publications done on website	None	None	100%	OPEX	calendar of legislated publications, Screenshot s of the website published. Report received from SITA

4 Project Implementation

The projects related to each Vote or Function follows below:

4.1 Office of the Municipal Manager

No major projects for the function to report on.

4.2 Corporate Support Services

No major projects for the function to report on.

4.3 Development Planning

Dept - vote	Project Name	No	Description of deliverables	Start date	Completion date	Quarter 1							Annual Budget 2021- 2022	Source of funding
						% Prog Target	Activity /Milestone	Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure		
DP	Land Acquisition: 6.5h & Transfer Cost	LM-1	Purchasing of 6.5 h land parcel and installation of services	01 Jul '21	31 June '22	20%	Procurement process Sourcing of quotations /advertisement	Land identified was valuated.	land was valuated, prize determined pending discussion of offer with the landowner which is planned to take place on the 15 October 2021.	None	None	R000	5 425 000	LLM

4.4 Budget and Treasury

Dept - vote	Project Name	No .	Description of deliverables	Start date	Completion date	Quarter 1							Annual Budget 2021-2022	Source of funding
						% Prog Target	Activity /Milestone	Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure		
BTO	Procurement of Mobile Offices	1	Purchasing and installation of Mobiles Offices	01 Jul '21	31 June '22	20%	Procurement process	Advert not done	Stakeholder Engagements	Identification of the needs	To be advertised on the 2nd quarter		500 000	LLM

4.5 Strategic Support Services

Dept-vote	Project Name	No .	Description of deliverables	Start date	Completion date	Quarter 1							Annual Budget 2021-2022	Source of funding
						% Prog Target	Activity /Milestone	Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure		
SSS/ Infrast	Construction of Hawkers stalls	17	Construction of street Hawker's stalls on	01 Jul '21	31 June '22	20%	Procurement process Sourcing of quotations /advertisement	detailed designs have been completed	consultants to revise the costing of the project and divide into various	insufficient funds	divide project into phases	R 000	3 500 000	LLM

Dept- vote	Project Name	N o .	Description of deliverable s	Start date	Completi on date	Quarter 1							Annual Budget 2021-2022	Source of funding
						% Prog Target	Activity /Milestone	Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure		
									phases					
SSS	Vehicle of the Mayor and Speaker	SS - 1	Purchasing of the Mayor and speakers' vehicles	01 Nov '21	31 June '22	N/A	N/A	N/A	N/A	N/A	N/A	N/A	700 000 each	LLM

4.6 Social Services

Dept - vote	Project Name	N o .	Description of deliverable s	Start date	Completi on date	Quarter 1							Annual Budget 2021-2022	Source of funding
						% Prog Target	Activity /Mileston e	Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure		
SS	Establishmen t of 2 transfer stations in the rural areas seleka and Moong	M G P P 4	Establishm ent of 2 transfer stations in the rural areas seleka and Moong	01 Jul '21	31 June '22	20%	Procurem ent process Completi on of specificati on and advertise ments	Project under litigation	The project is on hold	The engineer has taken the legal route ,the matter is	The project is on hold and no budget has been allocated in the current	R 000	29 521 567	MIG

Dept - vote	Project Name	No	Description of deliverable s	Start date	Completi on date	Quarter 1							Annual Budget 2021-2022	Source of funding
						% Prog Target	Activity /Mileston e	Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure		
										currentl y under legal departm ent.	financial year			

4.7 Infrastructure Development

5. 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 C2 – Financial Performance (standard classification)
3. Table C3 – Financial Performance (revenue and expenditure by municipal vote)
4. Table C4 – Financial Performance (revenue and expenditure)
5. Table C5 – Capital Expenditure (municipal vote, standard classification and funding)
6. Table C6 – Financial Position
7. Table C7 – Cash Flow

5.1 Table C1 – Summary

Choose name from list - Table C1 Monthly Budget Statement Summary - M03 September

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
R thousands								%	
Financial Performance									
Property rates	101682966	106591056	191404110	8977655	24862034	47851068	-22989034	-48%	191404110
Service charges	266138388	330663870	330663870	24673155	81466847	82666008	-1199161	-1%	330663870
Investment revenue	4550785	2168475	3748527	365281	683336	937143	-253807	-27%	3748527
Transfers and subsidies	190086687	179916700	179916700	73428290	76330219	44979187	31351032	70%	179916700
Other own revenue	51629242	47616687	47616667	7481957	19274449	11904336	7370113	62%	47616667
Total Revenue (excluding capital transfers and contributions)	614088068	666956788	753349874	114926338	202616885	188337742	14279143	8%	753349874
Employee costs	221456457	228865302	235504472	17013756	50894881	58877654	-7982773	-14%	235504472
Remuneration of Councillors	10912367	11686653	11686654	913078	2742473	2921707	-179234	-6%	11686654
Depreciation & asset impairment	83253653	92704836	92704886	7839379	15678759	23176263	-7497504	-32%	92704886
Finance charges	19517203	19213294	31213293	1382014	1382965	7803330	-6420365	-82%	31213293
Inventory consumed and bulk purchases	162909185	171802714	181686709	41891358	42610257	44682994	-2072737	-5%	181686709
Transfers and subsidies	681126	976879	1407071	-418010	121612	296156	-174544	-59%	1407071
Other expenditure	125198679	137863683	160191791	11725670	26475855	39295766	-12819911	-33%	160191791
Total Expenditure	623928670	663113361	714394876	80347245	139906802	177053870	-37147068	-21%	714394876
Surplus/(Deficit)	-9840602	3843427	38954998	34579093	62710083	11283872	51426211	456%	38954998
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	11208513 6	90868301	9086830 1	6232199	1253600 4	2271707 9	- 10181075	-45%	90868301

Choose name from list - Table C1 Monthly Budget Statement Summary - M03 September

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
R thousands								%	
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)	0	0	0	0	0	0	0		0
Surplus/(Deficit) after capital transfers & contributions	102244534	94711728	129823299	40811292	75246087	34000951	41245136	121%	129823299
Share of surplus/ (deficit) of associate	0	0	0	0	0	0	0		0
Surplus/ (Deficit) for the year	102244534	94711728	129823299	40811292	75246087	34000951	41245136	121%	129823299
Capital expenditure & funds sources									
Capital expenditure	145388189	113661306	244414860	6318018	101559271	60769307	40789964	67%	244414860
Capital transfers recognised	116001359	90868303	177507303	6170559	10281798	44083140	-33801342	-77%	177507303
Borrowing	0	0	0	0	0	0	0		0
Internally generated funds	29309015	22793003	66907557	147459	275098	16686167	-16411069	-98%	66907557
Total sources of capital funds	145310374	113661306	244414860	6318018	10556896	60769307	-50212411	-83%	244414860
Financial position									
Total current assets	596639791	354003861	558990617		553933811				558990617
Total non current assets	5229231649	1652799640	3365425226		1478129471				3365425226
Total current liabilities	145066947	56006776	223688648		190357892				223688648
Total non current liabilities	198771116	176556839	342114725		198771116				342114725
Community wealth/Equity	1456024942	1776746902	3270546645		1567772549				3270546645
Cash flows									
Net cash from (used) operating	253350567	101824167	-318414195	61294399	278397611	-46604610	-325002221	697%	-318414195
Net cash from (used) investing	0	-113649298	-112876300	-8905523	-14360283	-28219069	-13858786	49%	-112876300
Net cash from (used) financing	0	18213592	30134952	106109	243787	1995743	1751956	88%	7982948
Cash/cash equivalents at the month/year end	385525100	154952714	-319702570	0	191777805	8625037	-183152768	-2124%	-495810857
Debtors & creditors analysis	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis									
Total By Income Source	51377304	24889842	13559047	14189379	12700527	10802993	10806550	338 618	476943456
Creditors Age Analysis									
Total Creditors	568665,73	25303929,76	454748,74	102540,15	63307,5	0	0	46	26539081,48

5.2 Table C2 – Financial Performance (standard classification)

Choose name from list - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M03 September										
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	1								%	
Revenue - Functional										
Governance and administration		311826974	341471876	427864962	82763255	109304321	106966355	2337966	2%	427864962
Executive and council		188658222	3948313	5528365	437085	786381	1382155	-595774	-43%	5528365
Finance and administration		123168752	337523563	422336597	82326170	108517940	105584200	2933740	3%	422336597
Internal audit		0	0	0	0	0	0	0		0
Community and public safety		10215517	9003177	9003177	7032529	8806168	2250837	6555331	291%	9003177
Community and social services		88317	216573	216573	6759	140517	54168	86349	159%	216573
Sport and recreation		0	0	0	0	0	0	0		0
Public safety		10127200	8786592	8786592	7025770	8665651	2196657	6468994	294%	8786592
Housing		0	12	12	0	0	12	-12	-100%	12
Health		0	0	0	0	0	0	0		0
Economic and environmental services		38323243	1621422	1621422	5746002	7862217	405387	7456830	1839%	1621422
Planning and development		770281	923325	923325	26875	125435	230856	-105421	-46%	923325
Road transport		37552962	698097	698097	5719127	7736782	174531	7562251	4333%	698097
Environmental protection		0	0	0	0	0	0	0		0
Trading services		365807469	405728613	405728613	25616751	89185853	101432241	-12246388	-12%	405728613
Energy sources		194782976	275716698	275716698	15811886	48670137	68929224	-20259087	-29%	275716698
Water management		116680673	76674394	76674394	5722979	26632321	19168615	7463706	39%	76674394
Waste water management		33723710	29347765	29347765	2418261	8489508	7336960	1152548	16%	29347765
Waste management		20620110	23989756	23989756	1663625	5393887	5997442	-603555	-10%	23989756
Other	4	0	0	0	0	0	0	0		0
Total Revenue - Functional	2	726173203	757825088	844218174	121158537	215158559	211054820	4103739	2%	844218174
Expenditure - Functional										
Governance and administration		280481829	201338012	235303897	22491481	56217356	58163350	-1945994	-3%	235303897
Executive and council		165082700	77031788	83592132	9629604	27008040	20765552	6242488	30%	83592132
Finance and administration		113727894	122305039	149710580	12730883	28787109	36897435	-8110326	-22%	149710580
Internal audit		1671235	2001185	2001185	130994	422207	500363	-78156	-16%	2001185
Community and public safety		46214025	60615745	61263895	3755581	11095231	15273200	-4177969	-27%	61263895
Community and social services		21987747	29520371	29951588	1720197	4962753	7444863	-2482110	-33%	29951588
Sport and recreation		50520	0	115529	19925	19925	28886	-8961	-31%	115529
Public safety		20371279	26866122	26967526	1679845	5138605	6742069	-1603464	-24%	26967526
Housing		3804479	4229252	4229252	335614	973948	1057382	-83434	-8%	4229252
Health		0	0	0	0	0	0	0		0
Economic and environmental services		32650647	74703565	81792389	2814251	7479160	20532374	-13053214	-64%	81792389
Planning and development		16601355	16025076	20053767	1160381	3241015	5013857	-1772842	-35%	20053767
Road transport		16049292	58678489	61738622	1653870	4238145	15518517	-11280372	-73%	61738622
Environmental protection		0	0	0	0	0	0	0		0
Trading services		264582168	326456038	336034687	51285931	65089579	83084938	-17995359	-22%	336034687
Energy sources		160187401	189301514	194238129	40850927	44539338	48252469	-3713131	-8%	194238129

Choose name from list - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M03 September

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	1								%	
Water management		68384609	83956751	88549004	7108838	11414779	21896492	-10481713	-48%	88549004
Waste water management		13958250	32225602	32254222	1359136	3687087	7687525	-4000438	-52%	32254222
Waste management		22051908	20972171	20993332	1967030	5448375	5248452	199923	4%	20993332
Other		0	0	0	0	0	0	0		0
Total Expenditure - Functional	3	623928669	663113360	714394868	80347244	139881326	177053862	-37172536	-21%	714394868
Surplus/ (Deficit) for the year		102244534	94711728	129823306	40811293	75277233	34000958	41276275	121%	129823306

5.3 Table C3 – Financial Performance (revenue and expenditure by municipal vote)

Choose name from list - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M03 September

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
R thousands									%	
Revenue by Vote	1									
Vote 1 - Office of Municipal Manager		190414962	567041	567041	374775	745182	141800	603382	4,255162	567041
Vote 2 - Budget and Treasury		119417346	340904847	427297933	82223464	105746952	106824567	-1077615	-0,01009	427297933
Vote 3 - Corporate Services		0	1	1	0	0	1	-1	-1	1
Vote 4 - Social Service		30835627	32992921	32992921	8696154	14200054	8248267	5951787	0,72158	32992921
Vote 5 - Technical and Engineering Services		384734986	382436953	382436953	29837269	94340935	95609329	-1268394	-0,01327	382436953
Vote 6 - Property, Planning & Development		770281	923325	923325	26875	125435	230856	-105421	-0,45665	923325
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
Total Revenue by Vote	2	726173202	757825088	844218174	121158537	215158558	211054820	4103738	0,019444	844218174
Expenditure by Vote	1									
Vote 1 - Office of Municipal Manager		156722609	54116073	58142267	10443388	27719391	14368274	13351117	0,929208	58142267
Vote 2 - Budget and Treasury		53679328	62767064	86237428	6529692	12260332	21559830	-9299498	-0,43133	86237428
Vote 3 - Corporate Services		34115121	36029089	40710766	4208764	9774659	9681312	93347	0,009642	40710766
Vote 4 - Social Service		76488193	97324697	98252013	6391694	19065019	24520382	-5455363	-0,22248	98252013
Vote 5 - Technical and Engineering Services		264605256	377150870	389768491	51263189	64890620	96602331	-31711711	-0,32827	389768491
Vote 6 - Property, Planning & Development		15433910	16659003	20688278	1120718	3221196	5172466	-1951270	-0,37724	20688278
Vote 7 - Office of the Mayor/Strategic Office		22884253	19066564	20595625	1311300	3871611	5149267	-1277656	-0,24812	20595625
Vote 8 - COMMUNITY & SOCIAL SERVICES		0	0	0	0	0	0	0		0
Total Expenditure by Vote	2	623928670	663113360	714394868	81268745	140802828	177053862	-36251034	-0,20475	714394868
Surplus/ (Deficit) for the year	2	102244532	94711728	129823306	39889792	74355730	34000958	40354772	1,186872	129823306

5.4 Table C4 – Financial Performance (revenue and expenditure)

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M03 September										
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										
Revenue By Source										
Property rates		101682966	106591056	191404110	8977655	24862034	47851068	-22989034	-0,48043	191404110
Service charges - electricity revenue		177756419	237206945	237206945	15829185	47403936	59301767	-11897831	-0,20063	237206945
Service charges - water revenue		44694708	49577895	49577895	5171858	23041111	12394485	10646626	0,858981	49577895
Service charges - sanitation revenue		29000743	24387954	24387954	2418261	7258290	6096993	1161297	0,19047	24387954
Service charges - refuse revenue		14686518	19491076	19491076	1253851	3763510	4872763	-1109253	-0,22764	19491076
Rental of facilities and equipment		144812	317199	317199	46316	165438	79320	86118	1,085703	317199
Interest earned - external investments		4550785	2168475	3748527	365281	683336	937143	-253807	-0,27083	3748527
Interest earned - outstanding debtors		37608761	34620782	34620782	-57378	9510469	8655224	855245	0,098813	34620782
Dividends received		0	0	0	0	0	0	0		0
Fines, penalties and forfeits		1038507	686014	686014	24643	112163	171520	-59357	-0,34606	686014
Licences and permits		9195084	8218473	8218473	7018845	8632751	2054625	6578126	3,201619	8218473
Agency services		0	0	0	0	0	0	0		0
Transfers and subsidies		190086687	179916700	179916700	73428290	76330219	44979187	31351032	0,697012	179916700
Other revenue		3642078	3774219	3774219	449531	853628	943647	-90019	-0,09539	3774219
Gains		0	0	-20	0	0	0	0		-20
Total Revenue (excluding capital transfers and contributions)		614088068	666956788	753349874	114926338	202616885	188337742	14279143	0,075817	753349874
Expenditure By Type										
Employee related costs		221456457	228865302	235504472	17013756	50894881	58877654	-7982773	-0,13558	235504472
Remuneration of councillors		10912367	11686653	11686654	913078	2742473	2921707	-179234	-0,06135	11686654
Debt impairment		29634548	13582902	13582902	43027	129082	3395739	-3266657	-0,96199	13582902
Depreciation & asset impairment		83253653	92704836	92704886	7839379	15678759	23176263	-7497504	-0,3235	92704886
Finance charges		19517203	19213294	31213293	1382014	1382965	7803330	-6420365	-0,82277	31213293
Bulk purchases - electricity		150251371	148648892	148648892	38362939	38572998	37162229	1410769	0,037962	148648892
Inventory consumed		12657814	23153822	33037817	3528419	4037259	7520765	-3483506	-0,46319	33037817
Contracted services		43739050	55966030	58522750	5118674	9561921	13970617	-4408696	-0,31557	58522750
Transfers and subsidies		681126	976879	1407071	-418010	121612	296156	-174544	-0,58937	1407071
Other expenditure		51825081	68314750	88086152	6563969	16759376	21929402	-5170026	-0,23576	88086152
Losses		0	1	-13	0	25476	8	25468	3183,5	-13
Total Expenditure		623928670	663113361	714394876	80347245	139906802	177053870	-37147068	-0,20981	714394876
Surplus/(Deficit)		-9840602	3843427	38954998	34579093	62710083	11283872	51426211	4,557497	38954998
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		112085136	90868301	90868301	6232199	12536004	22717079	-10181075	-0,44817	90868301
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
Surplus/(Deficit) after capital transfers & contributions		102244534	94711728	129823299	40811292	75246087	34000951			129823299
Taxation		0	0	0	0	0	0	0		0
Surplus/(Deficit) after taxation		102244534	94711728	129823299	40811292	75246087	34000951			129823299
Attributable to minorities		0	0	0	0	0	0			0
Surplus/(Deficit) attributable to municipality		102244534	94711728	129823299	40811292	75246087	34000951			129823299
Share of surplus/ (deficit) of associate		0	0	0	0	0	0			0
Surplus/ (Deficit) for the year		102244534	94711728	129823299	40811292	75246087	34000951			129823299

5.5 Table C5 – Capital Expenditure (municipal vote, standard classification and funding)

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M03 September										
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
R thousands	1								%	
Multi-Year expenditure appropriation	2									
Vote 1 - Office of Municipal Manager		0	0	0	0	0	0	0		0
Vote 2 - Budget and Treasury		0	1	166321	0	0	41581	-41581	-100%	166321
Vote 3 - Corporate Services		0	0	0	0	0	0	0		0
Vote 4 - Social Service		19756192	28622867	23858024	258566	6332659	5964512	368147	6%	23858024
Vote 5 - Technical and Engineering Services		57419253	26500003	155176250	0	0	38794082	-38794082	-100%	155176250
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
Total Capital Multi-year expenditure	4,7	77175445	55122871	179200595	258566	6332659	44800175	-38467516	-86%	179200595
Single Year expenditure appropriation	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	125006	-125006	-100%	500000
Vote 3 - Corporate Services		12908324	0	271979	147459	275098	27206	247892	911%	271979
Vote 4 - Social Service		6499909	500000	9701065	360795	2520907	2170059	350848	16%	9701065
Vote 5 - Technical and Engineering Services		48202226	47213433	44416221	5551198	92430607	11065596	81365011	735%	44416221
Vote 6 - Property, Planning & Development		-299266	8925000	8925000	0	0	2231259	-2231259	-100%	8925000
Vote 7 - Office of the Mayor/Strategic Office		630967	1400000	1400000	0	0	350006	-350006	-100%	1400000
Vote 8 - COMMUNITY & SOCIAL SERVICES		0	0	0	0	0	0	0		0
Total Capital single-year expenditure	4	68212744	58538435	65214265	6059452	95226612	15969132	79257480	496%	65214265
Total Capital Expenditure		145388189	113661306	244414860	6318018	101559271	60769307	40789964	67%	244414860
Capital Expenditure - Functional Classification										
Governance and administration		19179420	1900001	4039783	508254	635893	713955	-78062	-11%	4039783
Executive and council		845801	1400000	1400000	0	0	350006	-350006	-100%	1400000
Finance and administration		18333619	500001	2639783	508254	635893	363949	271944	75%	2639783
Internal audit		0	0	0	0	0	0	0		0
Community and public safety		6042041	1	7499582	0	2160112	1874897	285215	15%	7499582
Community and social services		6081649	1	7499582	0	2160112	1874897	285215	15%	7499582
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
Economic and environmental services		29218073	13185002	58990907	49376	925248	14709251	-13784003	-94%	58990907
Planning and development		-299266	8925000	8925000	0	0	2231259	-2231259	-100%	8925000
Road transport		29517339	4260002	50065907	49376	925248	12477992	-11552744	-93%	50065907
Environmental protection		0	0	0	0	0	0	0		0
Trading services		90870840	98576302	173884588	5760388	6835643	43471204	-36635561	-84%	173884588
Energy sources		14642169	45769293	54424084	2127592	2127592	13606042	-11478450	-84%	54424084
Water management		58879794	20655001	92855000	3374230	3374230	23213756	-19839526	-85%	92855000
Waste water management		2552263	3029141	2247480	0	0	561888	-561888	-100%	2247480
Waste management		14796614	29122867	24358024	258566	1333821	6089518	-4755697	-78%	24358024
Other		0	0	0	0	0	0	0		0
Total Capital Expenditure - Functional Classification	3	145310374	113661306	244414860	6318018	10556896	60769307	-50212411	-83%	244414860
Funded by:										
National Government		116001359	90868303	177507303	6170559	10281798	44083140	-33801342	-77%	177507303
Provincial Government		0	0	0	0	0	0	0		0
District Municipality		0	0	0	0	0	0	0		0
Transfers and subsidies - capital		0	0	0	0	0	0	0		0

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M03 September

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
R thousands	1								%	
(monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)										
Transfers recognised - capital		116001359	90868303	177507303	6170559	10281798	44083140	-33801342	-77%	177507303
Borrowing	6	0	0	0	0	0	0	0		0
Internally generated funds		29309015	22793003	66907557	147459	275098	16686167	-16411069	-98%	66907557
Total Capital Funding		145310374	113661306	244414860	6318018	10556896	60769307	-50212411	-83%	244414860

5.6. Table C6 – Financial Position

Description	Ref	2020/21	Budget Year 2021/22			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		-140888415	83744653	91591605	-111743072	91591605
Call investment deposits		320583247	45000049	45000049	236120112	45000049
Consumer debtors		298435007	191907153	350241184	336017117	350241184
Other debtors		116360716	10557365	37944133	91667225	37944133
Current portion of long-term receivables		0	7819515	17265514	0	17265514
Inventory		2149236	14975126	16948132	1872429	16948132
Total current assets		596639791	354003861	558990617	553933811	558990617
Non current assets						
Long-term receivables		0	3	773001	0	773001
Investments		0	0	0	0	0
Investment property		0	0	0	0	0
Investments in Associate		0	0	0	0	0
Property, plant and equipment		5223355625	1651591270	3360835183	1477425804	3360835183
Biological		0	0	0	0	0
Intangible		5799024	879003	3398540	626667	3398540
Other non-current assets		77000	329364	418502	77000	418502
Total non current assets		5229231649	1652799640	3365425226	1478129471	3365425226
TOTAL ASSETS		5825871440	2006803501	3924415843	2032063282	3924415843
LIABILITIES						
Current liabilities						
Bank overdraft		0	0	0	0	0
Borrowing		8742855	7334303	24203301	7267980	24203301
Consumer deposits		9817768	11076002	25141996	9573981	25141996
Trade and other payables		123631324	33639977	170386857	170640931	170386857
Provisions		2875000	3956494	3956494	2875000	3956494
Total current liabilities		145066947	56006776	223688648	190357892	223688648
Non current liabilities						
Borrowing		53945496	72646461	168585339	53945496	168585339
Provisions		144825620	103910378	173529386	144825620	173529386
Total non current liabilities		198771116	176556839	342114725	198771116	342114725
TOTAL LIABILITIES		343838063	232563615	565803373	389129008	565803373

NET ASSETS	2	5482033377	1774239886	3358612470	1642934274	3358612470
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		1456024942	1745576902	3239376645	1567772549	3239376645
Reserves		0	31170000	31170000	0	31170000
TOTAL COMMUNITY WEALTH/EQUITY	2	1456024942	1776746902	3270546645	1567772549	3270546645

5.7. Table C7 – Cash Flow

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	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		0	90602387	90602387	7331771	17412504	22650605	-5238101	-23%	90602387
Service charges		315209681	280614274	280614274	17685016	53944623	70153576	-16208953	-23%	280614274
Other revenue		49826033	12980037	12980037	32231753	92844894	3245034	89599860	2761%	12980037
Transfers and Subsidies - Operational		247658179	179917000	179917000	0	74461000	44979253	29481747	66%	179917000
Transfers and Subsidies - Capital		116001359	90868000	90868000	3690388	30311388	22717003	7594385	33%	90868000
Interest		34885682	3668461	3668461	422659	796934	917116	-120182	-13%	3668461
Dividends		810102	0	0	0	0	0	0		0
Payments										
Suppliers and employees		-490842140	-536635820	-956874182	-67188	8626268	-206219642	-214845910	104%	-956874182
Finance charges		-19517203	-19213293	-19213293	0	0	-4803330	-4803330	100%	-19213293
Transfers and Grants		-681126	-976879	-976879	0	0	-244225	-244225	100%	-976879
NET CASH FROM/(USED) OPERATING ACTIVITIES		253350567	101824167	-318414195	61294399	278397611	-46604610	-325002221	697%	-318414195
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		0	0	0	0	0	0	0		0
Decrease (increase) in non-current receivables		0	12002	785000	0	0	196256	-196256	-100%	785000
Decrease (increase) in non-current investments		0	0	0	0	0	0	0		0
Payments										
Capital assets		0	-113661300	-113661300	-8905523	-14360283	-28415325	-14055042	49%	-113661300
NET CASH FROM/(USED) INVESTING ACTIVITIES		0	-113649298	-112876300	-8905523	-14360283	-28219069	-13858786	49%	-112876300
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		0	0	0	0	0	0	0		0
Borrowing long term/refinancing		0	0	0	0	0	0	0		0
Increase (decrease) in consumer deposits		0	-845358	11076002	106109	243787	-2769002	3012789	-109%	-11076002
Payments										
Repayment of borrowing		0	19058950	19058950	0	0	4764745	4764745	100%	19058950
NET CASH FROM/(USED) FINANCING ACTIVITIES		0	18213592	30134952	106109	243787	1995743	1751956	88%	7982948

NET INCREASE/ (DECREASE) IN CASH HELD	253350567	6388461	-401155543	52494985	264281115	-72827936			-423307547
Cash/cash equivalents at beginning:	132174533	148564253	81452973		-72503310	81452973			-72503310
Cash/cash equivalents at month/year end:	385525100	154952714	-319702570		191777805	8625037			-495810857

6 Conclusion

The SDBIP for 2021-22 Financial Year contains the Objectives and Indicators as per the Municipal IDP as well as General Indicators. The SDBIP for 2021-22 was developed to reflect ***cumulative performance***, therefore the status of indicators reflects the overall performance level achieved year to date.

For the first quarter of this financial year overall performance of the Municipality is satisfactory in terms of the planned targets and predetermined objectives, though there are challenges of revenue reduction collection.

The contents of the report will improve as capacity is built in house and once a full complement of staff is in place. The Municipal Manager and her team have strived to achieve 100% but due to measures beyond their control this was not achievable. The current performance based on the manual assessment of the annual performance shows that the Municipality has achieved and exceeded 75 % of the targets and capital projects that has been set for the year under review.

The Municipality is encouraged to review all the KPI's to ensure that the SMART principal is applied so that performance can be measured more accurately.

7 Report Approval

Approval by:

M M COCQUYT
Municipal Manager

Date: