

Year to Date as at End  
September 2024



The home of harmony, prosperity and growth

# SECTION 52D REPORT 1ST QUARTER (NON-FINANCIAL)

## **BACKGROUND**

Municipal organizational performance monitoring, evaluation and reporting forms part of governance, a good practice and also a statutory requirement in the South African government. The purpose of this quarterly report is to record, disclose and account on the results of the assessment of actual service delivery achievements as measured against predetermined objectives for the 2024/25 reporting period.

The Performance Management Framework at Ngwathe Local Municipality integrates organizational strategic management, service delivery, performance measurement and evaluation, and the associated reporting. The performance management function allows the municipality to track service delivery progress towards achieving the municipal objectives set in the Integrated Development Plan (the "IDP") with its linked Medium Term Revenue and Expenditure Framework ("MTREF").

The municipality's 2024/25 Section 52D 1<sup>st</sup> Quarter Report focuses on service delivery performance information relating to the key deliverables recorded in the 2024/25 Integrated Development Planning implemented through the 2023/2024 Service Delivery and Budget Implementation Plan (the "SDBIP").

## **LEGISLATIVE BACKGROUND**

Section 121 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (the "MFMA") mandates the municipality to prepare an Annual Report indicative of records of activities of the municipality during the 2023/24 reporting period. It is in these context that Section 52D report is prepared on a quarterly basis. The quarterly reports will ultimately culminate in the Annual Performance Report. The report is intended give an account on performance against the budget of the municipality, and promote accountability to the local community for the decisions made by the municipality.

## **PERFORMANCE MEASUREMENT**

Performance measurement of the municipality deals with collection, analyzing and/or reporting information regarding the performance of an individual, group, organization. During reporting the municipality used the manual system to monitor its performance and manage its performance information. This manual system is guided by the Performance Management Framework.

The basic functioning of the performance monitoring system is to compare actual performance achievements with quarterly performance projections. To determine the deviations of the actuals against the projections. To express those deviations.

# KEY PERFORMANCE INDICATORS

## TECHNICAL SERVICES DEPARTMENT

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
Technical Services	KPI 01	Basic Service Delivery	To ensure sustainable provision of electricity	Number of HH in municipal supply area meet agreed electricity service standards (connected to the national grid)	Sum of HH with access to electricity (connected to the National Grid)	Director Technical Services	25794	25 847	25 787	25 807		
Technical Services	KPI 02	Basic Service Deliver	To ensure sustainable provision of electricity	Number of new electricity connections meeting minimum standards	Sum of HH with new services connectivity services	Director Technical Services	New KPI	799	0	266		

**KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
Technical Services	KPI 03	Basic Service Delivery	To ensure sustainable provision of electricity	% Electricity distribution losses.(KWH billed/KWH acquired) (MFMA Circular 71)	(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and / or Generated) × 100	Director Technical Services	New KPI	60%	16.80%			
Technical Services	KPI 04	Basic Service Delivery	To ensure the provision of trafficable roads and storm- water	KMs of new paved roads to be built in Schonkenville	Sum of km new paved roads built in Schonkenville	Director Technical Services	1 km	0 km	0 km			
Technical Services	KPI 05	Basic Service Delivery	To ensure the provision of trafficable roads and storm- water	KMs of new paved roads to be built in Mokwallo	Sum of km new paved roads built in Mokwallo	Director Technical Services	2 km	0 km	0 km			
Technical Services	KPI 06	Basic Service Delivery	To ensure the provision of trafficable roads and storm- water	m <sup>2</sup> of potholes patched	Sum of m <sup>2</sup> of potholes patched	Director Technical Services	New KPI	40 000m	10 000m <sup>2</sup>			

### KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
Technical Services	KPI 07	Basic Service Delivery	To ensure the provision of trafficable roads and storm- water	Kms of storm water drainages built, rehabilitated, or replaced in addition to existing one	Sum of km storm water drainage installed in addition to current one	Director Technical Services	1.83 km	3.2km	0			
Technical Services	KPI 08	Basic Service Delivery	Develop a credible Sanitation Master Plan by partnering with sector departments to assist in this project/programme	Sanitation Master Plan that meets prescribed requirements developed and approved by Council.	Date master plan approved.	Director Technical Services	0	30 June 2025	0			
Technical Services	KPI 09	Basic Service Deliver	To ensure the provision of sustainable sanitation to the community	Number of HHs with access to basic sanitation	Sum of HH with access to basic sanitation	Director Technical Services	New KPI	34 713	33 713			
Technical Services	KPI 10	Basic Service Delivery	To ensure the provision of sustainable sanitation to the community	Wastewater quality compliance according to the water use license.	No of tests conducted complying with the license requirements.	Director Technical Services	New KPI	96%	96%			

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
Technical Service	KPI 12	Basic Service Delivery	To reduce water losses in the municipal distribution area	% Reduction in water losses in the municipal distribution area.	(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100	Director Technical Services	New KPI	25%	5%			
Technical Services	KPI 13	Basic Service Delivery	To ensure sustainable provision of safe, reliable and quality water to the community	No of HH in formal settlements including plots and small holdings that meet the minimum water services standard	Number of HH with access to water within 200m	Director Technical Services	34 846	34 896	34 846			
Technical Services	KPI 14	Basic Service Delivery	To ensure sustainable provision of safe, reliable and quality water to the community	Number of new water connections meeting minimum standards	Sum of new water connections meeting minimum standards as at 30 June.	Director Technical Services	New KPI	2	0			

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
Technical Services	KPI 15	Basic Service Delivery	To ensure sustainable provision of safe, reliable and quality water to the community	Number of sample tests conducted to measure the water quality	Sum of sample tests conducted.	Director Technical Services	New KPI	60	15			
Technical Services	KPI 16	Basic Service Delivery	To ensure sustainable provision of safe, reliable and quality water to the community	Percentage of Drinking Water Compliance to SANS241	Number of tested samples compliant/ total number of samples taken	Director Technical Services	New KPI	95%	95%			
Technical Services	KPI 17	Basic Service Delivery	To ensure sustainable provision of safe, reliable and quality water to the community	Construction of secondary bulk supply in Koppies and Kwakwatsi	Sum of km new line of secondary bulk supply in Koppies and Kwakwatsi	Director Technical Services	5 Km	15 km	5 Km			
Technical Services	KPI 30	Basic Service Delivery	To ensure that the MIG allocation expenditure is done according to an approved plan.	Percentage expenditure of the annual MIG allocation year-to date	Total amount spent/total allocation.	Director Technical Services	New KPI	100%	10%			
Community Services	KPI 31	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Business plans submitted to request funding for the	Sum of business plans submitted.	Director Community Services	New KPI	1	0			

**KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
				development of park in line with Urban Greening.								
Community Services	KPI 32	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Number of illegal dumping sports removed	Sum of illegal dumping sports removed	Director Community Services	New KPI	9	1			
Community Services	KPI 33	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Number of Cleanup campaigns conducted	Sum of clean up campaigns conducted	Director Community Services	New KPI	4	1			
Community Services	KPI 34	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Number of households in municipal area with access to refuse removal.	Sum of HHs in municipal areas with access to refuse removal.	Director Community Services	42 000	42 000	42 000			
Community Services	KPI 35	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Develop a cemetery management plan.	Date Plan approved.	Director Community Services	New KPI	30 June	0			
Community Services	KPI 36	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Fencing of cemeteries	Sum of fencing of cemeteries	Director Community Services	New KPI	1	0			
Community Services	KPI 37	Basic Service Delivery	To ensure environmental sustainability in Ngwathe	Number of Halls and facilities maintained.	Sum of Community halls/facilities maintained.	Director Community Services	1	1	0			



### KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or Not Achieved	Reasons for non-performance or Action
Community Services	KPI 38	Basic Service Delivery	Effective maintenance of recreational facilities.	Number of Halls and facilities upgraded.	Sum of Community halls/facilities upgraded.	Director Community Services	New KPI	1	0			
Community Services	KPI 39	Basic Service Delivery	To ensure that the municipality have an approved Disaster Management Plan.	Disaster Management Plan for the municipality reviewed and approved for a period of 5 years.	Date DMP approved	Director Community Services	New KPI	30 June	0			
Community Services	KPI 40	Basic Service Delivery	To provide an effective and efficient fire service in Ngwathe to ensure community safety.	Number of premises inspected for fire safety and compliance	Sum of premises inspected for fire safety and compliance	Director Community Services	New KPI	300	75			
Community Services	KPI 41	Basic Service Delivery	To provide an effective and efficient fire service in Ngwathe to ensure community safety.	Percentage compliance with the required attendance time for structural firefighting incidents.	Rate of compliance	Director Community Services	New KPI	100%	100%			

## LOCAL ECONOMIC DEVELOPMENT: COMMUNITY SERVICES

### KPA 2: LOCAL ECONOMIC DEVELOPMENT

#### NAME OF DEPARTMENT: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Local Economic Development and Planning	KPI 42	LED	To create an enabling environment that stimulate economic growth and create jobs	Review Tourism Sector Plan and submit to Council by 30 June 2025.	Date Tourism Sector Plan is approved.	Director LED	New KPI	30 June	0			
Local Economic Development and Planning	KPI 43	LED	To create an enabling environment that stimulate economic growth and create jobs	LED Strategy reviewed and submitted to Council for approval by 30 June 2025.	Date LED Strategy approved.	Director LED	New KPI	30 June	0			
Local Economic Development and Planning	KPI 44	LED	To create an enabling environment that stimulate economic growth and create jobs	Marketing strategy for the Municipality developed and approved by the Director.	Date Marketing Strategy approved.	Director LED.	New KPI	30 June	0			
Local Economic Development and Planning	KPI 45	LED	To create an enabling environment that stimulate economic growth and create jobs	Housing Sector Plan reviewed and approved by Director annually.	Date Housing Sector Plan approved by the Director	Director LED	New KPI	30 June	0			

**KPA 2: LOCAL ECONOMIC DEVELOPMENT****NAME OF DEPARTMENT: LOCAL ECONOMIC DEVELOPMENT AND PLANNING**

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Local Economic Development and Planning	KPI 46	LED	To create an enabling environment that stimulate economic growth and create jobs	Application for Level 1 Accreditation of the Municipality submitted for approval by June 2024.	Date of approval of Accreditation Application	Director LED	New KPI	30 June				
Local Economic Development and Planning	KPI 47	LED	To create an enabling environment that stimulate economic growth and create jobs	Housing and Erven allocation policy reviewed customised and submitted for approval.	Date of approval by the Director.	Director LED	New KPI	31 Dec				
Local Economic Development and Planning	KPI 48	LED	To create an enabling environment that stimulate economic growth and create jobs	Spatial Development framework reviewed and approved by June annually.	Date Spatial Development Framework reviewed and approved.	Director LED	New KPI	30 June				
Local Economic Development and Planning	KPI 49	LED	To create an enabling environment that stimulate economic growth and create jobs	Land Use Scheme reviewed and approved by June annually.	Date Land Use Scheme approved.	Director LED	New KPI	30 June				

## KPA 2: LOCAL ECONOMIC DEVELOPMENT

### NAME OF DEPARTMENT: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Local Economic Development and Planning	KPI 50	LED	To create an enabling environment that stimulate economic growth and create jobs	Percentage of Building Plans received and processed within a period of 60 days	Number of Building Plans considered within 60 days/total number of building plans received.	Director LED	New KPI	90%	90%			
Local Economic Development and Planning	KPI 51	Spatial Planning	To create an enabling environment that stimulate economic growth and create jobs	Percentage of applications for rezoning received and processed within 90 days.	Number of rezoning applications considered within 90 days/total number of rezoning	Director LED	New KPI	90%	90%			
Local Economic Development and Planning	KPI 52	To facilitate the optimal functioning of management.	To create an enabling environment that stimulate economic growth and create jobs	Develop and update SMME register	Sum of SMME register developed and updated	Director LED	New KPI	1	0			
Local Economic Development	KPI 53	To provide for the sustainable use and management of Municipal Commonages	To create an enabling environment that stimulate economic growth and create jobs	Develop and review Commonage Management policy to Council by 30 June annually	DATE Commonage management Policy approved by council	Director LED	New KPI	30 June 2025	0			

# CORPORATE SERVICES DEPARTMENT

## KPA 3: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### NAME OF DEPARTMENT: CORPORATE SERVICES

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Corporate Services	KPI 54	Municipal Transformation and Institutional development	To ensure good governance and public participation	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	Number of council resolutions implemented within time frame divided by total Number of resolutions	Director Corporate Support Services	85%	87%	87%			
Corporate Services	KPI 55	Municipal Transformation and Institutional development	To ensure good governance and public participation	Number of quarterly reports to Council on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr)	Number of reports submitted.	Director Corporate Support Services	4 p/a	4 X Reports submitted per annum	1			
Corporate Services	KPI 56	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	% of people from employment equity target groups employed in the three highest levels of management in compliance with a	Number of employees from designated groups in three highest levels of management divided by total Number of employees in	Director Corporate Support Services	69%	20	5%			

### KPA 3: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### NAME OF DEPARTMENT: CORPORATE SERVICES

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
				municipality's approved employment equity plan	three highest levels of management							
Corporate Services	KPI 57	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	WSP, annual training report (ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	Date annual training report and WSP submitted to the LGSETA	Director Corporate Support Services	30 April	30 April	0			
Corporate Services	KPI 58	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	Number of Apprenticeships implemented as per WSP.	Sum of Apprenticeships implemented	Director Corporate Support Services	1	1	0			
Corporate Services	KPI 59	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource.	Number of skills programmes implemented	Sum of skills programmes implemented	Director Corporate Support Services	3	3	0			
Corporate Services	KPI 60	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	Number of Senior & Finance officials trained on MFMP competency levels	Sum of students enrolled	Director Corporate Support Services	10	10	0			

### KPA 3: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### NAME OF DEPARTMENT: CORPORATE SERVICES

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Corporate Services	KPI 61	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	Number of employees undergoing medical tests annually as required by OHSA	Sum of employees undergoing medical tests	Director Corporate Support Services	400	400 per annum	0			
Corporate Services	KPI 62	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	Number of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4]	Sum of reports submitted	Director Corporate Support Services	1	EEA4 and EEA2 form submitted to DoL	0			
Corporate Services	KPI 63	Municipal Transformation and Institutional development <sup>3</sup>	To ensure effective organisational and management of the human resource	Review of EE Plan and numerical goals and targets annually	Revised EE Plan and Council Resolution	Director Corporate Support Services	1	Annual Review	Annual Review			
Corporate Services	KPI 64	Municipal Transformation and Institutional development.	To ensure effective organisational and management of the human resource	Development of ICT Master Plan and for MSP to be considered and approved by Council	Date ICT Master plan approved by Council.	Director Corporate Support Services	New KPI	25 June	0			

### KPA 3: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### NAME OF DEPARTMENT: CORPORATE SERVICES

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Corporate Services	KPI 65	Municipal Transformation and Institutional development.	To ensure effective organisational and management of the human resource	Procurement of necessary backup and disaster recovery infrastructure.	Date of Procurement	Director Corporate Support Services	New KPI	24 Dec	0			
Corporate Services	KPI 66	Municipal Transformation and Institutional development.	To ensure effective organisational and management of the human resource	Identification of strategic municipal sites, and appointment of internet service provider.	Date of Procurement	Director Corporate Support Services	New KPI	24 Sept	24 Sept 2024			
Corporate Services	KPI 67	Municipal Transformation and Institutional development.	To ensure effective organisational and management of the human resource	Procurement of telecommunication s services for Cloud VoIP.	Date of Procurement	Director Corporate Support Services	New KPI	24 Dec	0			
Corporate Services	KPI 68	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	Number of LLF meetings held per annum	Sum of LLF meetings held per year	Director Corporate Support Services	10 per annum	10 X per annum	3			



### KPA 3: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### NAME OF DEPARTMENT: CORPORATE SERVICES

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Corporate Services	KPI 69	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	% implementation of LLF resolutions taken (including monitoring of SALGBC collective agreements)	Number of LLF resolutions taken/Number of resolutions implemented	Director Corporate Support Services	85%	90%	90%			
Corporate Services	KPI 70	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	Update Standing Rules and Orders by 30June 2024	Date Standing Rules and Orders approved by Council	Director Corporate Support Services	New KPI	30 June	0			
Corporate Services	KPI 71	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	% of a municipality's personnel budget spent on implementing its workplace skills plan;	R value spent on training divided by total personnel budget value of the municipality	Director Corporate Support Services	1%	1%	0.25%			
Corporate Services	KPI 72	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	% of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting	Number of agendas distributed 48 hours before the meeting divided by the total Number of agendas distributed	Director Corporate Support Services	98%	100% for each quarter	100%			

### KPA 3: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### NAME OF DEPARTMENT: CORPORATE SERVICES

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Corporate Services	KPI 73	Municipal Transformation and Institutional development	To ensure effective organisational and management of the human resource	% of Council resolutions distributed within 7 working days after each meeting	Number of council resolutions distributed within 7 days after each council meeting divided by Number of council resolutions taken	Director Corporate Support Services	98%	100% for each quarter	100%			
Corporate Support Services	KPI 74	Good Governance and Public Participation	To ensure effective organisational and management of the human resource	Annual council schedule compiled and approved by end of June each year	Annual Schedule provided on or before due date	Director Corporate Support Services	30 June	30 June	0			

# FINANCIAL SERVICES DEPARTMENT

## KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KPI 75	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation.	Fixed Asset Register (FAR) compiled and updated annually on or before 31 Aug in line with GRAP requirements	Fixed Asset Register (FAR)	Chief Financial Officer	1	1	1			
Financial Services	KPI 76	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation.	Number of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor by no later than 10 working days after the end of each month	Working days taken to submit sec 71 report after end of month	Chief Financial Officer	12	12	3			
Financial Services	KPI 77	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Number of quarterly National Treasury returns submitted.	Sum of returns submitted.	Chief Financial Officer	New KPI	4	1			

# KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KPI 78	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Mid-year budget assessment and budget adjustments report submitted on or before 25 January each year (s72 of MFMA)	Date Mid-year assessment submitted	Chief Financial Officer	25 Jan annually	25 Jan annually	0			
Financial Services	KPI 79	Basic Service Delivery	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	Adjustment budget submitted to Council by 28 February annually (s54 MFMA)	Date adjustment budget submitted.	Chief Financial Officer	28 Feb	28 Feb	0			
Financial Services	KPI 80	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	% of Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Chief Financial Officer	95%	95%	10%			

# KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KP 81	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	Chief Financial Officer	95%	95%	15%			
Financial Services	KPI 82	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Financial Viability: Cost coverage (Reg 796)	Where - "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure $A = (B + C) / D$	Chief Financial Officer	≥1	≥1	≥1			

# KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KPI 83	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Financial Viability: Debt coverage (Reg 796)	Where - "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the financial year; $A=(B-C)/D$	Chief Financial Officer	4%	≥45%	≥45%	≥45%	≥45%	≥45%
Financial Services	KPI 84	Financial Viability and Management	To ensure that the municipal budget and financial reporting process are compliant with	Financial Viability: Service debtors to revenue (Reg 796)	Where - "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue	Chief Financial Officer	96%	95%	20%	45%	75%	95%

# KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
			applicable legislation.		actually received for services; $A=(B/C)$							
Fin5ancial Services	KPI 85	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (MFMA Circular 71)	Actual Capital Expenditure / Budget Capital Expenditure x 100.	Chief Financial Officer	96%	95%	15%	45%	70%	95%
Financial Services	KPI 86	Basic Service Delivery	To ensure sound budgeting and accounting systems compliant with applicable legislation	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	Chief Financial Officer	31 May	31 May	0	0	0	31 May

#### KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KPI 87	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Compiled Annual Financial Statement submitted to the Auditor-General by the end of August each year	Date annual financial statements submitted to the AG	Chief Financial Officer	31 Aug annually	31 Aug	31 Aug	0	0	0
Financial Services	KPI 88	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Number of SCM reports submitted to Council	Sum of reports submitted	Chief Financial Officer	4 x reports submitted per annum	4 x reports submitted per annum	1	1	1	1
Financial Services	KPI 89	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area.	Expenditure spent on local contracted services/total expenditure of municipal operating expenditure	Chief Financial Officer	NEW KPI	25%	0	0	0	25%
Financial Services	KPI 90	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation.	% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	Total Repairs and Maintenance Expenditure /Total amount budgeted for repairs and maintenance x 100	Chief Financial Officer	84%	95%	20%	45%	70%	95%



# KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

NAME OF DEPARTMENT: CHIEF FINANCIL OFFICER

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KPI 91	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Creditors Payment period (Creditors are paid within 30 days as per Sec 65(2)(e) of the MFMA	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Chief Financial Officer	321days	<30 days	<30 days	<30 days	<30 days	<30 days
Financial Services	KPI 92	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	% of tenders awarded within 90 days of tender closing date	Number of tenders awarded/Tenders awarded within 90 days	Chief Financial Officer	95%	95%	95%	95%	95%	95%
Financial Services	KPI 93	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	% of registered indigent Households that receive free basic services	No of households registered as indigent/Total No of HH X100	Chief Financial Officer	≤43%	≤43%	≤43%	≤43%	≤43%	≤43%

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Financial Services	KPI 94	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Rand value of free basic services to all households as a % of the equitable share	Rand value of free basic services divided by the equitable share X 100	Chief Financial Officer	33%	≤30%	≤30%	≤30%	≤30%	≤30%
Financial Services	KPI 95	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Rand value of free basic services to all households	Sum of value of free basic services (all services)	Chief Financial Officer	≤R65ML	≤71ML	R17.75 ML	R17.75 ML	R17.75ML	R17.75ML
Financial Services	KPI 96	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	% of consumer debtors revenue collected (actual total collections as a percentage of total levies/billings)	Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Chief Financial Officer	78%	95%	15%	40%	70%	95%

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Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Financial Services	KPI 99	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue - Total Operating Expenditure)/ Total Operating Revenue x 100%	Chief Financial Officer	2%	≥0%	≥0%	≥0%	≥0%	≥0%
Financial Services	KPI 100	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with applicable legislation	% Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies - Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	Chief Financial Officer	84%	95%	70%	75%	80%	95%
Financial Services	KPI 101	Financial Viability and Management	To ensure sound budgeting and accounting systems compliant with	Number of formal households connected to the municipal electrical infrastructure network (credit and prepaid electrical	Number of households which are billed for electricity or have pre- paid meters (Excluding Eskom areas) at 30 June	Chief Financial Officer	42 000	42 000	42 000	42 000	42 000	42 000

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			applicable legislation	metering) (Excluding Eskom areas) at 30 June								

# MUNICIPAL MANAGER'S OFFICE

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
NAME OF DEPARTMENT: MUNICIPAL MANAGER												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Office of Municipal Manager	KPI 106	Good Governance and Public Participation	To ensure that the customer care policy is approved and implemented.	Complete a customer satisfaction survey by end of March and submit report with recommendations to Council	Number of surveys conducted and Number of reports submitted to council	Communications Officer	0	1	0			
Office of Municipal Manager	KPI 107	Good Governance and Public Participation	To ensure that the customer care policy is approved and implemented.	% of customer complaints handled within 24 hrs.	Number of complaints received/Number of complaints resolved within 24 hours	Office of Municipal Manager	90%	90%	90%			
Office of Municipal Manager	KPI 108	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Annual Report tabled in council on or before 31 Jan annually	Date annual report tabled	Manager IDP and PMS	31-Jan	31 Jan	0			
Office of Municipal Manager	KPI 109	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Annual review of IDP completed before the end of May annually	Date annual review completed	Manager IDP and PMS	30-May	31 May	0			

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
NAME OF DEPARTMENT: MUNICIPAL MANAGER												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Office of Municipal Manager	KPI 110	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	% of Council Resolutions implemented within prescribed timeframe stipulated on resolution register	Number of council resolutions implemented within time frame divided by total Number of resolutions	Office of Municipal Manager	85%	85%	85%			
Office of Municipal Manager	KPI 111	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	IDP Process plan adopted by Council on or before 31 August annually.	Date Process plan approved by Council	Manager IDP and PMS	31 Aug	31 Aug	31 Aug			
Office of Municipal Manager	KPI 112	Good Governance and Public Participation	Develop and monitor repeat findings register to address repeat AG findings.	Reduce repeat AG audit findings by 50% annually.	Number of resolved repeat findings/by total number of repeat findings	Manager Internal Audit	50%	60%	0			
Office of Municipal Manager	KPI 113	Good Governance and Public Participation	To ensure a fully functional Audit Unit.	Implementation of the approved audit action plan.	Numbers of audit issues attend to by management as per the audit action plan.	Manager Internal Audit	74%	100%	0			

**KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**
**NAME OF DEPARTMENT: MUNICIPAL MANAGER**

Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Office of Municipal Manager	KPI 114	Good Governance and Public Participation	To ensure a fully functional Audit Unit.	Develop a risk based audit plan with an internal audit plan (RBAP) (MFMA - Section 165(2) (a)) and submit to the Audit Committee by 31 August Annually.	Date RBAP with internal audit programme submitted to the Audit Committee.	Manager Internal Audit	27 Oct	31 Aug	31 Aug			
Office of Municipal Manager	KPI 115	Good Governance and Public Participation	To ensure a fully functional Audit Unit.	Number of audit committee meetings held per annum	Sum of audit committee meetings held	Manager Internal Audit	4	4	1			
Office of Municipal Manager	KPI 116	Good Governance and Public Participation	To ensure a fully functional Audit Unit.	Internal Audit charter reviewed and completed annually (reviewed charters must be approved by the Audit Committee before the end of June annually)	Date IA Charter approved	Manager Internal Audit	30 June	30 June	0			

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Office of Municipal Manager	KPI 117	Good Governance and Public Participation	To ensure a fully functional Audit Unit.	Audit action plan developed to address AG Findings and submitted to council for approval on or before 31 Jan annually.	Date Audit action plan submitted to council for approval	Manager Internal Audit	31 Jan	31 Jan	0			
Office of Municipal Manager	KPI 118	Good Governance and Public Participation	To ensure a fully functional Audit Unit.	Number of internal audit reports produced	Sum of IA reports produced	Manager Internal Audit	17	16	0			
Office of Municipal Manager	KPI 119	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Approval of the SDBIP before the legislative deadline	SDBIP approved by EM	Manager PMS	1 X Approved SDBIP per annum	1 X Approved SDBIP per annum	1 X Approved SDBIP per annum			
Office of Municipal Manager	KPI 120	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Submit quarterly reports to council on the actual performance in terms of the Top Layer SDBIP	Number of SDBIP Top Layer performance reports submitted to council	Manager PMS	4	4	1			



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Office of Municipal Manager	KPI 121	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Submit the previous financial year annual report at the end of Aug annually	Date Annual Report submitted to Auditor General	Manager PMS	31 Aug	31 Aug	31 Aug			
Office of Municipal Manager	KPI 122	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Annual Review of PMS by the end of 30 June annually	Date PMS Framework approved by Council	Manager PMS	30 June	30 June	0			
Office of Municipal Manager	KPI 123	Good Governance and Public Participation	To facilitate the optimal functioning of Council.	Submit previous year oversight report to Council 60 after the tabling of the annual report	Date of submission on the oversight report to Council	Manager PMS	New KPI	31 March	0			
Office of Municipal Manager	KPI 124	Good Governance and Public Participation	The optimal functioning of Council.	Number of signed performance agreements	Sum of performance agreement signed	Manager PMS	6	6	6			
Office of Municipal Manager	KP 125	Good Governance and Public Participation	To ensure that an effective and efficient risk management function is established.	Risk register compiled and approved by the Municipal Manager	Date Risk Register compiled	Chief Risk Office	4	31 Aug	31 Aug			

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Office of Municipal Manager	KPI 126	Good Governance and Public Participation	To ensure that an effective and efficient risk management function is established.	Submission of quarterly risk action plan to monitor the progress of identified risks.	Sum of action plans submitted.	Chief Risk Officer	New KPI	4	1			

## OFFICE OF THE SPEAKER

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Office of the Speaker	KPI 127	Good Governance and Public Participation	To ensure that all key municipal stakeholder is engaged.	Number of community report back meetings convened by Councilors for improved communication on service delivery including IDPs, SDBIP	Number of community report back meetings held	Manager Office of Speaker	4	4	1			
Office of the Speaker	KPI 128	Good Governance and Public Participation	To ensure that functional ward committees are established.	Number of meetings per ward per quarter	Number of meetings held from 1 Jul to 30 Jun	Manager Office of Speaker	3	22	22			
Office of the Speaker	KPI 129	Good Governance and Public Participation	To ensure that functional ward committees are established.	Number of ward based development plans submitted	Sum of ward plans submitted	Manager Office of Speaker	0	22	22			
Office of the Speaker	KPI 130	Good Governance and Public Participation	To ensure that functional ward committees are established.	Number of quarterly interactions held with relevant municipal and community stakeholders (business, religious, etc.)	Sum of events held	Manager Office of Speaker	4	4	1			

## OFFICE OF THE EXECUTIVE MAYOR

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
Directorate	IDP/Ref No.	KPA	Municipal Strategy	KPI	Calculation	KPI Owner	Baseline	Annual Target	Q1 Target	Q1 Actual	Achieved or not Achieved	Reasons for non-performance or Action
Office of the Executive Mayor	KPI 131	Good Governance and Public Participation	To ensure municipal Stakeholders are engaged.	Gender Based Violence awareness campaigns are intensified through meetings held monthly in the five towns	Meetings held	Manager Office of Executive Mayor	0	12	3			
Office of the Executive Mayor	KPI 132	Good Governance and Public Participation	To ensure municipal Stakeholders are engaged.	To ensure that awareness campaigns on LGSTI+ issues are held throughout the Municipality on monthly basis	Sum of LGBTI+ awareness meetings held	Manager Office of Executive Mayo	0	12	3			
Office of the Executive Mayor	KPI 133	Good Governance and Public Participation	To ensure municipal Stakeholders are engaged.	To ensure that Youth Development campaigns are implemented with specific targeted monthly activities / programs	Number of campaigns conducted.	Manager Office of Executive Mayor	0	12	3			