

2020

# SENQU MUNICIPALITY

## MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT

FINANCIAL PERFORMANCE REPORT / TABLES  
& SUPPLY CHAIN MANAGEMENT SNAPSHOT (PAGES 5 TO 72)  
National Treasury Schedule C template attached as an annexure.

PERFORMANCE SNAPSHOT (PAGES 73 to 119)

S72 SDBIP MID-YEAR PERFORMANCE ASSESSMENT REPORT ATTACHED  
AS AN ANNEXURE A (PAGES 120 COVER Page and performance report  
pages 121 to 182)



July 2019 to December 2019  
1/22/2020





**REPORT TO EXCO 22 January 2020**

**OFFICE OF THE MAYOR**

**MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT**

**1. PURPOSE**

The purpose of the report is for Council to consider the mid-year budget and performance assessment for the period ending 31 December 2019 in the 2019/2020 financial year.

**2. AUTHORITY**

Council

**3. LEGAL / STATUTORY REQUIREMENTS**

Municipal Finance Management Act No 56, 2003 Chapter 7, Section 72.

**4. BACKGROUND**


In terms of Section 72, of the Municipal Finance Management Act No. 56, 2003, Chapter 8, the accounting officer of the municipality must by 25 January of each year submit a mid-year performance assessment report of the municipality to the mayor of the municipality.

In terms of the Section 54 (1), (2) and (3) of the Municipal Finance Management Act No. 56, 2003 Chapter 7, the following applies: -

*“(1) on receipt of a statement or report submitted by the accounting officer of the Municipality in terms of section 72, the mayor must –*

- (a) consider the statement or report;
- (b) check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;
- (c) Issue any appropriate instructions to the accounting officer to ensure –
  - (i) that the budget is implemented in accordance with the service delivery and budget implementation plan; and
  - (ii) that spending of funds and revenue collection proceed in accordance with the budget;
- (d) submit the report to the Council by no later than 31 January of each year."

**MAYOR**

DATE:  22/01/2020

Noted: In addition, the accounting officer must ensure that the financial performance information as at 31 December 2019 is submitted electronically to National Treasury on the Schedule C template format inclusive of the s72 report.

KPA/CMC MID YEAR SCORES

SDBIP SCORECARD ACHIEVEMENT – QUARTER 1 AND 2 (1 JULY 2019 to 31 DECEMBER 2019)

KPA	KPA WEIGHT	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 - 2)	% of KPI's Not Achieved	Number of KPI's Not applicable to IN QUARTER 1 and IN QUARTER 2 and KPI's on Hold and Not Assessed/ not rated	Percentage of KPI's on Hold and Not Assessed
Service Delivery	20	60	36	60,00	18	30,00	6	10,00
LED	20	4	1	25,00	1	25,00	2	50,00
Financial Viability	20	31	18	58,06	4	12,90	9	29,03
Municipal Transformation & Development	20	42	22	52,38	5	11,90	15	35,71
Good Governance & Public Participation	20	29	21	72,41	4	13,79	4	13,79
<b>TOTAL</b>	<b>100</b>	<b>166</b>	<b>98</b>	<b>59,04</b>	<b>32</b>	<b>19,28</b>	<b>36</b>	<b>21,69</b>



## 5. EXPOSITION OF FACTS

### 5.1 EXECUTIVE SUMMARY ON THE IMPLEMENTATION OF THE BUDGET AND THE FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY

EC142 Senqu - Table C1 Monthly Budget Statement Summary - M06 December

Description	2018/19	Budget Year 2019/20							
	Audited Outcomes	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	13 439	8 536	–	459	25 943	4 855	21 083	433%	8 536
Service charges	44 537	50 358	–	4 454	28 274	29 097	2 177	8%	50 558
Investment revenue	21 703	18 500	–	1 952	11 352	8 250	3 102	38%	18 500
Transfers and subsidies	145 360	157 443	–	43 459	102 239	110 862	(18 643)	-14%	157 443
Other own revenue	27 831	6 730	–	625	3 399	3 377	22	1%	6 730
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>252 870</b>	<b>239 767</b>	<b>–</b>	<b>50 950</b>	<b>171 212</b>	<b>161 472</b>	<b>9 741</b>	<b>6%</b>	<b>239 767</b>
Employee costs	86 820	88 932	–	5 646	41 384	45 742	(4 358)	-10%	88 932
Remuneration of Councilors	12 244	13 522	–	1 022	6 141	8 761	(620)	-9%	13 522
Depreciation & asset impairment	18 865	21 058	–	10 266	10 268	10 529	(263)	-2%	21 058
Finance charges	2 694	3 133	–	–	454	1 566	(1 112)	-71%	3 133
Materials and bulk purchases	33 394	51 261	–	3 467	24 072	25 511	(1 438)	-6%	51 261
Transfers and grants	500	909	–	–	–	909	(909)	-100%	909
Other expenditure	77 269	72 780	–	4 959	23 828	36 770	(12 942)	-35%	72 780
<b>Total Expenditure</b>	<b>231 835</b>	<b>251 594</b>	<b>–</b>	<b>26 360</b>	<b>106 147</b>	<b>127 788</b>	<b>(21 641)</b>	<b>-17%</b>	<b>251 594</b>
<b>Surplus/(Deficit)</b>	<b>21 035</b>	<b>(11 826)</b>	<b>–</b>	<b>24 590</b>	<b>65 065</b>	<b>33 684</b>	<b>31 382</b>	<b>93%</b>	<b>(11 826)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	46 991	39 761	–	–	–	29 821	(29 821)	-100%	39 761
Contributions & Contributed assets	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>68 026</b>	<b>27 934</b>	<b>–</b>	<b>24 590</b>	<b>65 065</b>	<b>63 504</b>	<b>1 561</b>	<b>2%</b>	<b>27 934</b>
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
<b>Surplus/ (Deficit) for the year</b>	<b>68 026</b>	<b>27 934</b>	<b>–</b>	<b>24 590</b>	<b>65 065</b>	<b>63 504</b>	<b>1 561</b>	<b>2%</b>	<b>27 934</b>
<b>Capital expenditure &amp; funds sources</b>									
Capital expenditure	57 623	85 750	–	5 855	35 739	61 491	(25 752)	-42%	85 750
Capital transfers recognised	43 886	39 761	–	3 349	21 585	32 666	(11 080)	-34%	39 761
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	13 735	45 990	–	2 505	14 153	28 825	(14 672)	-51%	45 990
<b>Total sources of capital funds</b>	<b>57 621</b>	<b>85 750</b>	<b>–</b>	<b>5 855</b>	<b>35 739</b>	<b>61 491</b>	<b>(25 752)</b>	<b>-42%</b>	<b>85 750</b>
<b>Financial position</b>									
Total current assets	332 014	256 644	–	–	386 179	–	–	–	256 644
Total non-current assets	460 226	543 986	–	–	449 963	–	–	–	543 986
Total current liabilities	44 221	36 711	–	–	58 141	–	–	–	36 711
Total non-current liabilities	31 006	35 286	–	–	31 650	–	–	–	35 286
<b>Community wealth/Equity</b>	<b>717 013</b>	<b>728 633</b>	<b>–</b>	<b>–</b>	<b>746 339</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>728 633</b>
<b>Cash flows</b>									
Net cash from (used) operating	77 232	53 897	–	1 408	38 941	73 964	35 023	47%	53 897
Net cash from (used) investing	(57 620)	(85 750)	–	(5 855)	(35 739)	(36 242)	(503)	1%	(85 750)
Net cash from (used) financing	(775)	(773)	–	–	(425)	(420)	5	-1%	(773)
<b>Cash/cash equivalents at the month/year end</b>	<b>18 837</b>	<b>232 556</b>	<b>–</b>	<b>–</b>	<b>2 777</b>	<b>302 463</b>	<b>299 706</b>	<b>99%</b>	<b>(32 626)</b>
<b>Debtors &amp; creditors analysis</b>	<b>0-30 Days</b>	<b>31-60 Days</b>	<b>61-90 Days</b>	<b>91-120 Days</b>	<b>121-150 Days</b>	<b>151-180 Days</b>	<b>181 Dya-1 Yr</b>	<b>Over 1Yr</b>	<b>Total</b>
<b>Debtors Age Analysis</b>									
Total By Income Source	4 958	2 969	2 146	2 311	1 795	13 343	18 680	21 349	67 161
<b>Creditors Age Analysis</b>									
Total Creditors	73 668	–	–	–	–	–	–	–	73 668

### 5.1.1 Dashboard / Performance Summary

Table 1: Performance Summary

<b>Dashboard - Overview of Operations</b>			
<b>(1 JULY 2019 TO 31 DECEMBER 2019)</b>			
	R' 000		R' 000
<b>Overall Operating results</b>		<b>Cash Management</b>	
Income	171 212	Total investments - (including own funds)	352 258
Expenditure	106 147	Equitable Share & Other Operating Grant	102 015
Transfers Recognised – Capital	32 666	Net in/outflow of cash	-425
Operating Surplus	97 731	Borrowings	9 934
<b>Debtors</b>		<b>Surplus / (Deficit) per Service</b>	
Total debtors' book	67 161	Electricity	-2 564
		Refuse	-5 983
<b>Capital Expenditure-MIG</b>		<b>Capital Expenditure</b>	
Capital Expenditure (R 24 769 000 incl. vat) as a % of total approved budget (R 39 761 000) - MIG	62%	Capital Expenditure R 35 739 000 as a % of the approved budget R 85 750 000	42%
Funding			
<b>Financial</b>		<b>Human Resources</b>	
Operating surplus for the period	65 066	Salary bill - Councillors	6 141
Debtors collection ratio %	70%	Salary bill - Officials	41 110
YTD Expenditure all grants and subsidies	123 554	Workforce costs as a % of Actual Operating Income	28%

### 5.1.2 Summary of the Financial Performance and Position of the Municipality

#### Liquidity position/ Cash and Cash Equivalents

The Municipality's liquidity is considered relatively sound as the Current Ratio by far exceeds its short-term obligations. The total of current assets is R 386.2 million as compared to the current liabilities of R 53.1 million. However, it should be noted that one of the contributing components to the increase in the current ratio is the investments held by the municipality totalling R 352.3 million which constitutes 92% of the current assets. Equitable share comprises R 97.8 million of the investments held. (Refer attached schedule C Report: Part 1- C 6 and C 7(1)- Cash Flow Statement)

### **Debtors Collection Rate and Outstanding Debtors**

The total debtor's book for the period ending **31 December 2019** amounts to **R 67.1** million. An amount of **R 21.3** million pertains to debt older than 365 days, which is 32% of the total debt book. The debtors' analysis by customer category is as follows:

Organs of State	<b>R 7.9 Million;</b>
Commercial:	<b>R 17.9 Million;</b>
Households:	<b>R 41.3 million;</b>

The ratio of outstanding debtors to revenue is 39%. The debtors' age analysis report is reflected on Annexure Part 2 – S C 3.

### **Outstanding Creditors**

Senqu Local Municipality is paying its creditors within 30 days as stipulated by the MFMA except where there are disputes between the Municipality and the creditor. The age creditor's analysis is reflected in the attached schedule C Report: Annexure Part 2-SC 4 Creditors Payments schedule.

### **Capital Projects**

The total expenditure on capital projects as at **31 December 2019** amounts to **R 35.7** million which is 42% of the approved budget of **R 85.7** million for the 2019/2020 financial year.

## **5.2 STATEMENT OF FINANCIAL PERFORMANCE FOR THE PERIOD ENDING 31 DECEMBER 2019**

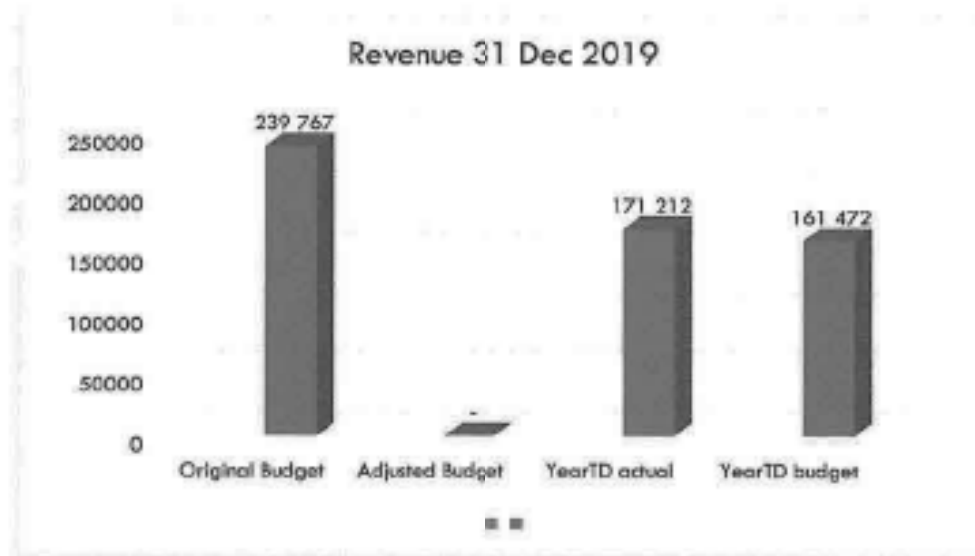
The Statement of Financial Performance is presented on the **accrual basis**, which identifies budgeted revenue and expenditure to accrued revenue and expenditure and the corresponding surplus generated for the period (Refer to report A Table C 4 on page 7 of this report and the attached annexure schedule C report (National Treasury Format) annexure, Schedule C Report A – C 4).

EC142 Senqu • Table C4 Monthly Budget Statement • Financial Performance (revenue and expenditure) - M06 December

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>										
<b>Revenue By Source</b>										
Property rates		13 439	8 536	-	459	25 948	4 865	21 083	433%	8 536
Service charges - electricity revenue		33 059	40 911	-	3 473	22 391	21 274	1 117	5%	40 911
Service charges - water revenue		-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		11 478	9 647	-	982	5 883	4 824	1 059	22%	9 647
Rental of facilities and equipment		831	116	-	1	14	58	(44)	-75%	116
Interest earned - external investments		21 703	16 500	-	1 952	11 352	8 250	3 102	38%	16 500
Interest earned - outstanding debtors		2 376	2 402	-	388	1 415	1 201	214	18%	2 402
Dividends received		-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		137	168	-	-	6	84	(78)	-93%	168
Licences and permits		1 243	1 189	-	77	684	594	90	15%	1 189
Agency services		1 054	999	-	80	580	500	80	16%	999
Transfers and subsidies		145 360	157 443	-	43 459	102 239	118 882	(16 643)	-14%	157 443
Other revenue		4 828	1 857	-	79	701	940	(239)	-25%	1 857
Gains on disposal of PPE		17 362	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>252 870</b>	<b>239 767</b>	<b>-</b>	<b>50 950</b>	<b>171 212</b>	<b>161 472</b>	<b>9 741</b>	<b>6%</b>	<b>239 767</b>

Description	Ref	Budget Year 2019/20						Full Year Forecast
		2018/19	Original Budget	Adjusted Budget	Monthly actual	Year TD actual	Year TD budget	
R thousands		Audited Outcome						
<b>Expenditure by Type</b>	-							
Employee related costs		86 820	88 932	-	6 646	41 384	45 742	88 932
Remuneration of councillors		12 244	13 522	-	1 022	6 141	6 761	13 522
Debt impairment		9 810	7 500	-	-	-	3 750	7 500
Depreciation & asset impairment		18 865	21 058	-	10 236	10 266	10 529	21 058
Finance charges		2 694	3 133	-	-	454	1 566	3 133
Bulk purchases		33 394	36 750	-	2 559	18 805	18 375	36 750
Other materials		28 658	14 511	-	838	5 265	7 136	14 511
Contracted services		550	35 505	-	2 035	9 118	17 606	35 505
Transfers and grants		38 363	909	-	-	-	909	909
Other expenditure		437	29 774	-	2 924	14 711	15 414	29 774
Loss on disposal of PPE			-	-	-	-	-	-
<b>Total Expenditure</b>		231 835	251 594	-	26 390	106 147	127 788	251 594
<b>Surplus/(Deficit)</b>								
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		21 035	(11 826)	-	24 590	65 065	33 684	(11 826)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		46 991	39 761	-	-	-	29 821	39 761
Transfers and subsidies - capital (in-kind - all)			-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>								
Taxation								
<b>Surplus/(Deficit) after taxation</b>		68 026	27 934	-	24 590	65 065	63 504	27 934
Attributable to minorities		-	-	-	-	-	-	-
<b>Surplus/(Deficit) attributable to municipality</b>		68 026	27 934	-	24 590	65 065	63 504	27 934
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-
<b>Surplus/ (Deficit) for the year</b>		68 026	27 934	-	24 590	65 065	63 504	27 934

**The BAR Chart Depicts the Revenue Generated for the period ending 31 December 2019**



**Notes to the Statement of Financial Performance for the Period Ending 31 December 2019**

**1. Service Charges**

Property rates exceed the budgeted estimate of income by R17.4 million. The service charges amounts are marginally below forecast by the amount of R2.1 million.

**2. Transfers Recognised – Operational**

The transfers recognised relates to grants and subsidies received. Operational Grants and Subsidies received to date amounts to R 102.2 million. Operating income is recognised as the expenditure is incurred and to date R 102 million has been recognized as operational expenditure.

**3. Debt Impairment and Depreciation**

Provision for bad debts in respect of **Debt Impairment** will be asses in quarter 3 whilst **depreciation** as at 31 December 2019 amounts to R 10.2 Million which is standing at 49% of the Budgeted Depreciation for the year

#### 4. Bulk Purchases

Bulk purchases represent purchases of **electricity** to the amount of R 18.8 million (year to dated budget R 18.3 Million) indicating a variance of 3% for over expenditure. *Increases were done in accordance with Nersa approvals.*

#### 5. Employee Related Costs

The employee related costs stand at R 47.2 million at 31 December 2019 (year to dated budget R 48.9 Million) indicating a variance of 3%.

Refer to Part 2 – SC 8 for the employee related costs expenditure breakdown per type

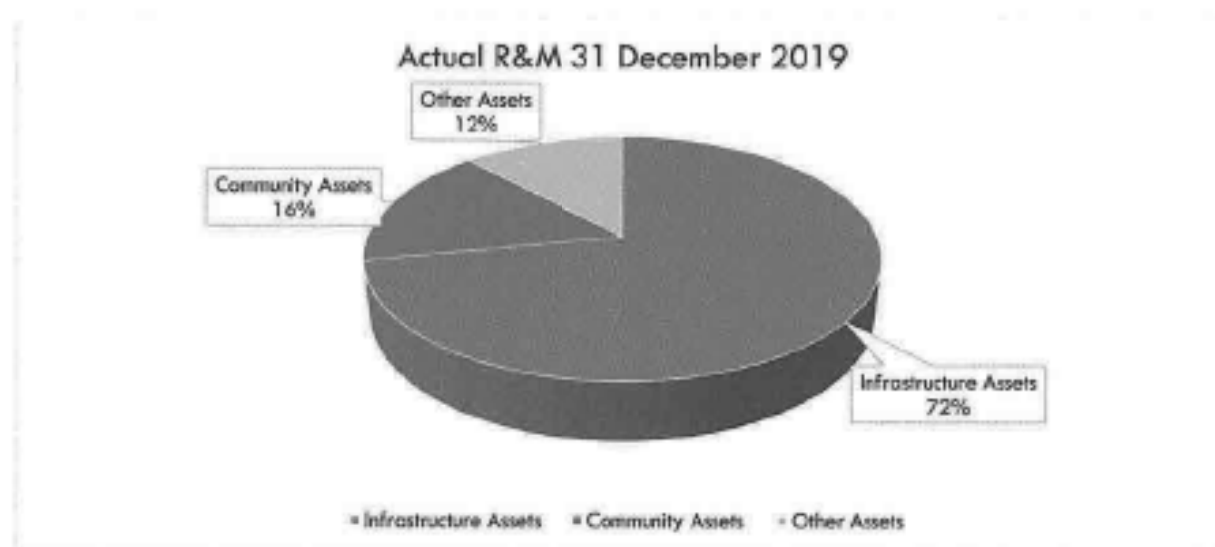
#### 6. Repairs and Maintenance

Table 4 below reflects Repairs and Maintenance expenditure efficiency for the period ending 31 December 2019 which stands at 30 % (R 3.4 million) of the year budget. (R 11.5 Million) It is anticipated that the expenditure will improve in the second half of the financial year. Refer to Part 2: SC 13 c (repairs and maintenance by asset class in schedule C).

**Table 4: Repairs and Maintenance per Asset Class**

Repairs & Maintenance: Budget Year 2018/19					
	Original Budget	Year TD actual	Year TD budget	YTD variance	YTD variance
Total Repairs and Maintenance Expenditure	11 579	3 443	4 888	1 445	30%

The pie chart below represents the Repairs and Maintenance expenditure for the six months ending 31 December 2019 as represented of the year to date budget.



### 5.3 CAPITAL EXPENDITURE

The total capital expenditure as at **31 December 2019** amounts to **R 35,7m** which is 42% of the approved budget of **R 85 750 000** for the 2019/20 financial year. **However, the capital expenditure, when compared to the year-to date budget is 58%.** The Infrastructure asset section have expensed 59% of its year to date budget of R 45 626 000 for the period ending 31 December 2019.

Refer to the attached Schedule C Report: Part 1 C 5 for the breakdown per municipal vote, standard classification & funding; SC 13 a, SC 13 b and SC 13 e for breakdown of asset by asset class

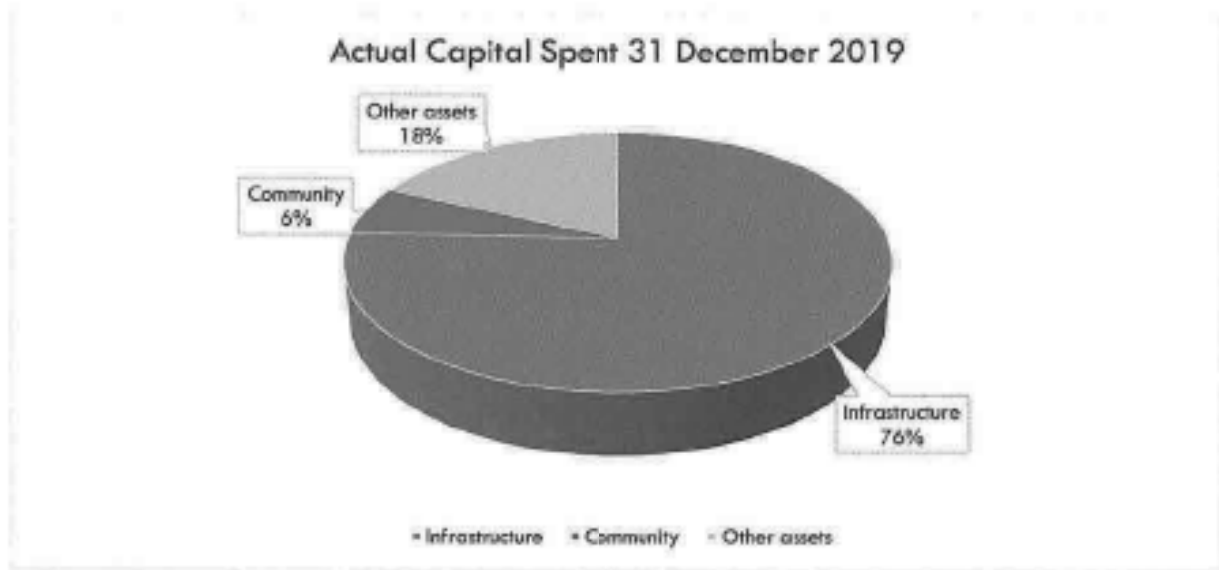
Table below gives a breakdown of the asset by class.

**Table 8: Actual Expenditure per Asset Class against Budget**

Description	2019/2020 Budget				
	Original Budget	Year to Date actual	Year to Date budget	Year to Date variance	Year to Date variance
Infrastructure	55 453	27 085	45 626	18 541	41%
Community	9 723	2 145	5 213	3 068	59%
Other assets	20 575	6 509	10 652	4 143	39%



**Pie Chart depicts the Actual Expenditure per Asset Class**



**5.4 EXPENDITURE ON GRANTS - DORA ALLOCATION**

Grant Funding Utilised	YTD ACTUAL 2019_20	YTD BUDGET 2019_20	YTD % Spent
<b>Operating Transfers and Grants</b>			
<b>National Government:</b>			
Local Government Equitable Share	97 783 478	112 451 250	87%
Finance Management	518 554	970 659	53%
EPWP Incentive	1 497 000	1 497 000	100%
Municipal Systems Improvement	-	-	0%
Municipal Infrastructure Grant Operational	1 325 243	1 836 400	72%
LGSETA	-	-	0%
<b>Provincial Government:</b>			
Libraries Provincial	891 085	1 013 030	88%
<b>Total Operating Transfers and Grants</b>	-	-	0%
	-	-	0%
<b>Capital Transfers and Grants</b>			
	-	-	0%
<b>National Government:</b>			
Municipal Infrastructure Grant (MIG)	122 662 986	149 313 522	82%
Integrated National Electrification Programme	23 528 223	28 863 750	82%
	1 025 906	3 200 000	32%
<b>Totals</b>	-	-	-

### **DoRA Current Allocation**

The 2019/2020 financial year approved budget includes conditional grants as per the DoRA allocation amounting to R 54,5M. The total expenditure on conditional grants DoRA current allocation as at 31 December 2019 amounts to R 25 771 000, 47% of the total allocated budget. The municipality has anticipated that its conditional grant allocation in terms of DoRA will be fully spent by 30 June 2020.

## **6. CHALLENGES**

### **Revenue Management**

A major portion of the municipality's debt is greater than 365 days. As a result, the municipality needs to enforce strict credit control measures in terms of its credit control policy and by-laws.

The Municipality must also develop and implement an effective Revenue Enhancement Strategy to ensure a holistic approach incorporating all stages of this strategy

## **7. FINANCIAL IMPLICATIONS**

The ability for the municipality not to collect outstanding debt will have a direct effect on the cash flow of the Municipality and its ability to fully meet its future financial obligations as well as fund its own capital infrastructure program. Currently, the municipality is grant dependant on the DoRA allocation from National Government for funding for its capital program. These funding are conditional and are governed by the Circulars of the Municipal Finance Management Act

## **8. RECOMMENDATION**

It is recommended that:

- a) Council considers the 2019/2020 Mid-Year Budget and Performance Assessment Report for the 2018/2019 Financial Year in terms of S72 of the MFMA and the

Supporting Documentation which is attached.

- b) Council considers the financial state of affairs of the Municipality as reflected in this report and takes note of the outstanding debt book as at 31 December 2019.
- c) Council notes that in terms of current cash flow projections the Municipality will be totally dependent on grant funding by 2019/2020 financial year to fund its capital infrastructure programme if the debtor's collection rate does not improve.
- d) The accounting Officer submits the S72 report and the attached supporting documents in an electronic format (Schedule C- AS attached) and a signed hard copy to National Treasury and other relevant stakeholders
- e) The accounting officer ensures that the Mid- Year report and its supporting schedules are placed on the municipality's website
- f) Council considers the tabling of an adjustment budget not later than **28 February 2020**, taking into account the following:
  - The appropriation of any additional revenue received during the current financial year.
  - Any unforeseeable and unavoidable expenditure that has been incurred in the current financial year and approved by the Mayor.
  - Adjustments to the Operating and Capital budget for Virements and transfer of funding.
  - Transfer of projects of an operating nature from the capital budget to the operating budget.

Whilst the attached schedules are attached for easy reference it must be understood that **the electronic version of the National Treasury Schedule C must be completed on line and be submitted electronically together with this report.**

EC 142 Senqu - Table C1 Monthly Budget Statement Summary - M06 December

Description	2018/19	Budget Year 2019/20							
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Remuneration of Councillors	12 244	13 522	—	1 022	6 141	6 761	(620)	-9%	13 522
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Materials and bulk purchases	33 394	51 261	—	3 467	24 072	25 511	(1 438)	-6%	51 261
Transfers and grants	550	909	—	—	—	909	(909)	-100%	909
Other expenditure	77 269	72 780	—	4 959	23 828	36 770	(12 942)	-35%	72 780
<b>Total Expenditure</b>	<b>231 835</b>	<b>251 594</b>	<b>—</b>	<b>28 300</b>	<b>106 147</b>	<b>127 788</b>	<b>(21 641)</b>	<b>-17%</b>	<b>251 594</b>
<b>Surplus/(Deficit)</b>	<b>21 035</b>	<b>(11 826)</b>	<b>—</b>	<b>24 590</b>	<b>65 066</b>	<b>33 684</b>	<b>31 382</b>	<b>93%</b>	<b>(11 826)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	46 991	39 761	—	—	—	29 821	(29 821)	-100%	39 761
Contributed assets	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>68 026</b>	<b>27 934</b>	<b>—</b>	<b>24 590</b>	<b>65 066</b>	<b>63 504</b>	<b>1 561</b>	<b>2%</b>	<b>27 934</b>
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—
<b>Surplus/ (Deficit) for the year</b>	<b>68 026</b>	<b>27 934</b>	<b>—</b>	<b>24 590</b>	<b>65 066</b>	<b>63 504</b>	<b>1 561</b>	<b>2%</b>	<b>27 934</b>
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	<b>57 623</b>	<b>85 750</b>	<b>—</b>	<b>5 855</b>	<b>35 739</b>	<b>61 491</b>	<b>(25 752)</b>	<b>-42%</b>	<b>85 750</b>
Capital transfers recognised	43 886	39 761	—	3 349	21 586	32 666	(11 080)	-34%	39 761
Public contributions & donations	—	—	—	—	—	—	—	—	—
Borrowing	13 735	45 990	—	2 505	14 153	28 825	(14 672)	-51%	45 990
Internally generated funds	57 621	85 750	—	5 855	35 739	61 491	(25 752)	-42%	85 750
<b>Total sources of capital funds</b>									

EC 142 Senqu - Table C1 Monthly Budget Statement Summary - M06 December (cont.)

Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>									
<b>Financial position</b>									
Total current assets	332 014	256 644	—		386 170				256 644
Total non-current assets	460 226	543 986	—		449 960				543 986
Total current liabilities	44 221	36 711	—		58 141				36 711
Total non-current liabilities	31 006	35 286	—		31 650				35 286
<b>Community wealth/Equity</b>	717 013	728 633	—		746 339				728 633
<b>Cash flows</b>									
Net cash from (used) operating	77 232	53 897	—	1 406	38 941	73 964	35 023	47%	53 897
Net cash from (used) investing	(57 620)	(85 750)	—	(5 855)	(35 739)	(36 242)	(503)	1%	(85 750)
Net cash from (used) financing	(775)	(773)	—	—	(425)	(420)	5	-1%	(773)
<b>Cash/cash equivalents at the month/year end</b>	18 837	232 556	—	—	2 777	302 483	299 706	99%	(32 626)
<b>Debtors &amp; creditors analysis</b>	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181 Dya-1 Year	Over 1 Year	Total
<b>Debtors Age Analysis</b>									
Total by Income Source	4 958	2 669	2 146	2 311	1 706	13 343	18 680	21 349	67 161
<b>Creditors Age Analysis</b>									
Total Creditors	73 668	—	—	—	—	—	—	—	73 668

EC142 Senqu - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M06 December

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>									
<b>Revenue - Functional</b>										
<b><i>Governance and administration</i></b>		139 775	120 531	–	44 358	87 746	84 940	2 806	3%	120 531
Executive and council		7 032	7 254	–	–	6 308	5 441	867	16%	7 254
Finance and administration		132 744	113 277	–	44 358	81 438	79 500	1 938	2%	113 277
Internal audit		–	–	–	–	–	–	–	–	–
<b><i>Community and public safety</i></b>		1 628	4 289	–	186	2 812	2 894	(82)	-3%	4 289
Community and social services		1 594	1 639	–	2	1 327	1 569	(243)	-15%	1 639
Sport and recreation		9	8	–	(0)	(0)	4	(4)	-104%	8
Public safety		25	2 641	–	184	1 485	1 321	165	12%	2 641
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<b><i>Economic and environmental services</i></b>		49 318	41 041	–	9	1 572	30 738	(29 166)	-95%	41 041
Planning and development		2 009	2 095	–	9	119	1 529	(1 409)	-92%	2 095
Road transport		47 310	38 946	–	–	1 453	29 209	(27 756)	-95%	38 946
Environmental protection		–	–	–	–	–	–	–	–	–
<b><i>Trading services</i></b>		105 404	113 664	–	6 397	79 082	72 718	6 363	9%	113 664
Energy sources		65 388	73 925	–	3 601	47 224	45 715	1 509	3%	73 925
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		40 015	39 738	–	2 796	31 857	27 003	4 854	16%	39 738
<b><i>Other</i></b>	<b>4</b>	2	3	–	–	1	1	(1)	-48%	3
<b>Total Revenue - Functional</b>	<b>2</b>	<b>296 128</b>	<b>279 528</b>	<b>–</b>	<b>50 950</b>	<b>171 212</b>	<b>191 292</b>	<b>(20 080)</b>	<b>-10%</b>	<b>279 528</b>
<b>Expenditure - Functional</b>										
<b><i>Governance and administration</i></b>		92 497	99 642	–	7 959	40 947	50 786	(9 839)	-19%	99 642
Executive and council		27 873	28 143	–	2 126	12 685	14 436	(1 751)	-12%	28 143
Finance and administration		63 000	68 586	–	5 620	27 291	35 279	(7 988)	-23%	68 586
Internal audit		1 624	2 913	–	212	971	1 071	(99)	-9%	2 913
<b><i>Community and public safety</i></b>		12 550	16 483	–	2 057	7 190	8 602	(1 412)	-16%	16 483
Community and social services		9 851	10 214	–	1 397	4 668	5 198	(530)	-10%	10 214
Sport and recreation		2 014	2 166	–	411	1 019	1 092	(73)	-7%	2 166
Public safety		684	4 083	–	248	1 503	2 312	(809)	-35%	4 083
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
<b><i>Economic and environmental services</i></b>		40 449	41 686	–	7 868	17 301	21 149	(3 848)	-18%	41 686
Planning and development		15 399	18 831	–	1 499	6 291	9 653	(3 362)	-35%	18 831
Road transport		24 901	22 686	–	6 360	10 955	11 399	(444)	-4%	22 686
Environmental protection		149	170	–	9	55	97	(42)	-44%	170
<b><i>Trading services</i></b>		81 120	92 111	–	8 342	40 075	46 369	(6 294)	-14%	92 111
Energy sources		45 422	54 428	–	4 330	24 974	27 379	(2 405)	-9%	54 428
Water management		–	–	–	–	–	–	–	–	–
Waste water management		3 960	4 407	–	920	2 074	2 265	(191)	-8%	4 407
Waste management		31 738	33 276	–	3 092	13 027	16 724	(3 698)	-22%	33 276
<b><i>Other</i></b>		1 486	1 692	–	135	634	882	(248)	-28%	1 692
<b>Total Expenditure - Functional</b>	<b>3</b>	<b>228 102</b>	<b>251 594</b>	<b>–</b>	<b>26 360</b>	<b>106 147</b>	<b>127 788</b>	<b>(21 641)</b>	<b>-17%</b>	<b>251 594</b>
<b>Surplus/ (Deficit) for the year</b>		<b>68 026</b>	<b>27 934</b>	<b>–</b>	<b>24 590</b>	<b>65 066</b>	<b>63 504</b>	<b>1 561</b>	<b>2%</b>	<b>27 934</b>

EC142 Senqu - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06 December

C0142 Sengul - Table C5 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - 30th December										
Vote Description	Re f	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjust ed Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD varian ce %	Full Year Forecast
R thousands										
<b>Revenue by Vote</b>	1									
Vote 1 - Executive & Council		7 032	7 254	—	—	6 308	5 441	867	15,9%	7 254
Vote 2 - Planning & Development		1 924	1 984	—	3	33	1 473	(1 439)	-97,7%	1 984
Vote 3 - Corporate Services		17 153	182	—	8	192	103	90	87,4%	182
Vote 4 - Budget & Treasury		115 675	113 206	—	44 355	81 332	79 453	1 879	2,4%	113 206
Vote 5 - Road Transport		47 310	41 498	—	184	2 908	30 485	(27 578)	-90,5%	41 498
Vote 6 - Waste Water Management		—	—	—	—	—	—	—	—	—
Vote 7 - Housing		—	—	—	—	—	—	—	—	—
Vote 8 - Health		—	—	—	—	—	—	—	—	—
Vote 9 - Community & Social Services		1 596	1 642	—	2	1 326	1 571	(243)	-15,5%	1 642
Vote 10 - Sport & Recreation		9	8	—	(0)	(0)	4	(4)	—	8
Vote 11 - Public Safety		25	89	—	—	30	45	(14)	104,2%	89
Vote 12 - Electricity		65 388	73 925	—	3 601	47 224	45 715	1 509	-31,7%	73 925
Vote 13 - Waste Management		40 015	39 738	—	2 796	31 857	27 003	4 854	3,3%	39 738
Vote 14 - Water		—	—	—	—	—	—	—	18,0%	—
Vote 15 - Other		—	—	—	—	—	—	—	—	—
<b>Total Revenue by Vote</b>	2	296 128	279 528	—	50 950	171 212	191 292	(20 080)	-10,5%	279 528
<b>Expenditure by Vote</b>	1									
Vote 1 - Executive & Council		29 497	31 056	—	2 338	13 657	15 507	(1 850)	-11,9%	31 056
Vote 2 - Planning & Development		17 381	21 238	—	1 672	7 187	10 887	(3 701)	-34,0%	21 238
Vote 3 - Corporate Services		31 189	35 218	—	2 906	13 527	18 097	(4 571)	-25,3%	35 218
Vote 4 - Budget & Treasury		30 805	32 117	—	2 626	13 255	16 554	(3 300)	-18,9%	32 117
Vote 5 - Road Transport		24 901	25 237	—	6 556	12 106	12 979	(874)	-6,7%	25 237
Vote 6 - Waste Water Management		3 960	4 407	—	920	2 074	2 265	(191)	-8,4%	4 407
Vote 7 - Housing		—	—	—	—	—	—	—	—	—
Vote 8 - Health		—	—	—	—	—	—	—	—	—
Vote 9 - Community & Social Services		10 510	10 919	—	1 458	4 970	5 571	(601)	-10,8%	10 919
Vote 10 - Sport & Recreation		2 014	2 166	—	411	1 019	1 092	(73)	-6,7%	2 166
Vote 11 - Public Safety		684	1 113	—	52	353	731	(378)	-51,8%	1 113
Vote 12 - Electricity		45 422	54 428	—	4 330	24 974	27 379	(2 405)	-8,8%	54 428
Vote 13 - Waste Management		31 738	33 276	—	3 092	13 027	16 724	(3 698)	-22,1%	33 276
Vote 14 - Water		—	—	—	—	—	—	—	—	—
Vote 15 - Other		—	—	—	—	—	—	—	—	—
<b>Total Expenditure by Vote</b>	2	228 102	251 176	—	26 360	106 147	127 788	21 641)	-16,9%	251 176
<b>Surplus/ (Deficit) for the year</b>	2	68 026	28 353	—	24 590	65 066	63 504	1 561	2,5%	28 353

EC142 Senqu - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December

Budget Statement - Financial Performance (revenue and expenditure) - 12th December										
Description	Rat	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
<b>Revenue by Source</b>										
Property rates		13 439	8 536	-	459	25 948	4 885	21 083	433%	8 536
Service charges - electricity revenue		33 059	40 911	-	3 473	22 391	21 274	1 117	5%	40 911
Service charges - water revenue			-	-	-	-	-	-		-
Service charges - sanitation revenue			-	-	-	-	-	-		-
Service charges - refuse revenue		11 478	9 647	-	982	5 883	4 824	1 059	22%	9 647
Service charges - other		831	116	-	1	14	58	(44)	-75%	116
Rental of facilities and equipment		21 703	16 500	-	1 952	11 352	8 250	3 102	38%	16 500
Interest earned - external investments		2 376	2 402	-	388	1 415	1 201	214	18%	2 402
Interest earned - outstanding debtors			-	-	-	-	-	-		-
Dividends received		137	168	-	-	6	84	(78)	-93%	168
Fines, penalties and forfeits		1 243	1 189	-	77	684	594	90	15%	1 189
Licences and permits		1 054	999	-	80	580	500	80	16%	999
Agency services		145 360	157 443	-	43 459	102 239	118 882	(16 643)	-14%	157 443
Transfers and subsidies		4 828	1 857	-	79	701	940	(239)	-25%	1 857
Other revenue		17 362	-	-	-	-	-	-		-
Gains on disposal of PPE										
<b>Total Revenue (excluding capital transfers and contributions)</b>		252 870	239 787	-	50 950	171 212	161 472	9 741	6%	239 787
<b>Expenditure by Type</b>										
Employee related costs		86 820	88 932	-	6 646	41 384	45 742	(4 358)	-9,53%	88 932
Remuneration of councillors		12 244	13 522	-	1 022	6 141	6 761	(620)	-9%	13 522
Debt impairment		9 810	7 500	-	-	-	3 750	(3 750)	-100%	7 500
Depreciation & asset impairment		18 865	21 058	-	10 268	10 268	10 529	(263)	-2%	21 058
Finance charges		2 694	3 133	-	-	454	1 566	(1 112)	-71%	3 133
Bulk purchases		33 394	36 750	-	2 589	18 806	18 375	431	2%	36 750
Other materials			14 511	-	898	5 266	7 136	(1 869)	-26%	14 511
Contracted services		28 658	35 505	-	2 035	9 118	17 606	(8 489)	-48%	35 505
Transfers and subsidies		550	909	-	-	-	909	(909)	-100%	909
Other expenditure		38 363	29 774	-	2 924	14 711	15 414	(703)	-5%	29 774
Loss on disposal of PPE		437	-	-	-	-	-	-		-
<b>Total Expenditure</b>		231 835	251 594	-	26 360	106 147	127 788	(21 641)	-17%	251 594



EC142 Senqu - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December (Cont.)

Budget Statement - Financial Performance (Revenue and expenditure) - 1000 December (Cont.)										
Description	2018/19	Budget Year 2019/20								
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Surplus/(Deficit)										
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		21 035	(11 826)	–	24 590	65 066	33 684	31 382	0	(11 826)
Transfers and subsidies - capital (in-kind - all)		46 991	39 761	–	–	–	29 821	(29 821)	(0)	39 761
Surplus/(Deficit) after capital transfers & contributions			–	–	–	–	–	–		–
Taxation			–	–	–	–	–	–		–
Surplus/(Deficit) after taxation		68 026	27 934	–	24 590	65 066	63 504			27 934
Attributable to minorities		–	–	–				–		–
Surplus/(Deficit) attributable to municipality		68 026	27 934	–	24 590	65 066	63 504			27 934
Share of surplus/ (deficit) of associate		–	–	–						–
Surplus/ (Deficit) for the year		68 026	27 934	–	24 590	65 066	63 504			27 934

EC142 Senqu - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M06 December

Vote Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>									
<b>Multi-Year expenditure appropriation</b>	<b>2</b>									
Vote 1 - Executive & Council		-	-	-	-	-	-	-	-	-
Vote 2 - Planning & Development		-	-	-	-	-	-	-	-	-
Vote 3 - Corporate Services		3 894	9 317	-	455	5 492	6 381	(889)	-14%	9 317
Vote 4 - Budget & Treasury		-	-	-	-	-	-	-	-	-
Vote 5 - Road Transport		18 745	34 129	-	2 223	16 956	26 817	(9 861)	-37%	34 129
Vote 6 - Waste Water Management		-	-	-	-	-	-	-	-	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-
Vote 9 - Community & Social Services		340	3 876	-	105	105	84	22	26%	3 876
Vote 10 - Sport & Recreation		-	3 100	-	215	384	2 791	(2 407)	-86%	3 100
Vote 11 - Public Safety		-	1 931	-	-	1 656	1 931	(275)	-14%	1 931
Vote 12 - Electricity		7 585	4 700	-	585	992	3 950	(2 958)	-75%	4 700
Vote 13 - Waste Management		16 549	19 574	-	2 266	9 090	13 809	(4 719)	-34%	19 574
Vote 14 - Water		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
<b>Total Capital Multi-year expenditure</b>	<b>4, 7</b>	<b>47 112</b>	<b>76 627</b>	<b>-</b>	<b>5 831</b>	<b>34 675</b>	<b>55 763</b>	<b>(21 087)</b>	<b>-38%</b>	<b>76 627</b>
<b>Single Year expenditure appropriation</b>	<b>2</b>									
Vote 1 - Executive & Council		572	191	-	-	-	157	(157)	-100%	191
Vote 2 - Planning & Development		160	246	-	-	-	118	(118)	-100%	246
Vote 3 - Corporate Services		184	488	-	-	-	138	(138)	-100%	488
Vote 4 - Budget & Treasury		452	2 264	-	-	-	588	(588)	-100%	2 264
Vote 5 - Road Transport		3 585	2 508	-	-	1 026	2 508	(1 482)	-59%	2 508
Vote 6 - Waste Water Management		-	-	-	-	-	-	-	-	-
Vote 7 - Housing		-	-	-	-	-	-	-	-	-
Vote 8 - Health		-	-	-	-	-	-	-	-	-
Vote 9 - Community & Social Services		208	600	-	-	-	300	(300)	-100%	600
Vote 10 - Sport & Recreation		364	216	-	-	-	108	(108)	-100%	216
Vote 11 - Public Safety		4 281	-	-	-	-	-	-	-	-
Vote 12 - Electricity		226	1 986	-	24	38	1 586	(1 548)	-98%	1 986
Vote 13 - Waste Management		479	625	-	-	-	225	(225)	-100%	625
Vote 14 - Water		-	-	-	-	-	-	-	-	-
Vote 15 - Other		-	-	-	-	-	-	-	-	-
<b>Total Capital single-year expenditure</b>	<b>4</b>	<b>10 511</b>	<b>9 123</b>	<b>-</b>	<b>24</b>	<b>1 084</b>	<b>5 728</b>	<b>(4 684)</b>	<b>-81%</b>	<b>9 123</b>
<b>Total Capital Expenditure</b>		<b>57 623</b>	<b>85 750</b>	<b>-</b>	<b>5 855</b>	<b>35 739</b>	<b>61 491</b>	<b>(25 752)</b>	<b>-42%</b>	<b>85 750</b>

EC142 Senqu - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M06  
December (cont.)

Vote Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Capital Expenditure - Functional Classification</b>										
<b>Governance and administration</b>		5 102	12 260	—	455	5 492	7 264	(1 772)	-24%	12 260
Executive and council		572	123	—	—	—	88	(88)	-100%	123
Finance and administration		4 530	12 069	—	455	5 492	7 107	(1 615)	-23%	12 069
Internal audit		—	69	—	—	—	69	(69)	-100%	69
<b>Community and public safety</b>		5 193	10 073	—	320	489	3 282	(2 793)	-85%	10 073
Community and social services		549	4 476	—	105	105	384	(278)	-73%	4 476
Sport and recreation		364	3 316	—	215	384	2 899	(2 515)	-87%	3 316
Public safety		4 281	2 281	—	—	—	—	—	—	2 281
Housing		—	—	—	—	—	—	—	—	—
Health		—	—	—	—	—	—	—	—	—
<b>Economic and environmental services</b>		22 488	36 532	—	2 223	19 638	31 374	(11 737)	-37%	36 532
Planning and development		160	246	—	—	—	118	(118)	-100%	246
Road transport		22 329	36 287	—	2 223	19 638	31 256	(11 618)	-37%	36 287
Environmental protection		—	—	—	—	—	—	—	—	—
<b>Trading services</b>		24 838	26 886	—	2 855	10 120	19 570	(9 450)	-48%	26 886
Energy sources		7 811	6 686	—	589	1 030	5 536	(4 506)	-81%	6 686
Water management		—	—	—	—	—	—	—	—	—
Waste water management		—	—	—	—	—	—	—	—	—
Waste management		17 027	20 199	—	2 266	9 090	14 034	(4 944)	-35%	20 199
<b>Other</b>		—	—	—	—	—	—	—	—	—
<b>Total Capital Expenditure - Functional Classification</b>	3	57 621	85 750	—	5 855	35 739	61 491	(25 752)	-42%	85 750
<b>Funded by:</b>										
National Government										
Provincial Government		40 320	39 761	—	3 349	21 539	32 666	(11 127)	-34%	39 761
District Municipality		3 566	—	—	—	47	—	47	#DIV/0!	—
Other transfers and grants		—	—	—	—	—	—	—	—	—
<b>Transfers recognised - capital</b>		—	—	—	—	—	—	—	—	—
Public contributions & donations	5	43 886	39 761	—	3 349	21 586	32 666	(11 080)	-34%	39 761
Borrowing	6	—	—	—	—	—	—	—	—	—
Internally generated funds		—	—	—	—	—	—	—	—	—
<b>Total Capital Funding</b>		13 735	45 990	—	2 505	14 153	28 825	(14 672)	-51%	45 990

EC142 Senqu - Table C5 Monthly Budget Statement - Financial Position - M06 December

Description	Ref	2018/19	Budget Year 2019/20			
		Audited Outcome	Original Budget	Adjusted Budget	YTD actual	Full Year Forecast
R thousands	1					
<b>ASSETS</b>						
<b>Current assets</b>						
Cash		1 483	58 692	-	4 216	58 692
Call investment deposits		311 612	173 863	-	355 259	173 863
Consumer debtors		16 272	10 199	-	8 060	10 199
Other debtors		2 235	13 088	-	16 744	13 088
Current portion of long-term receivables		-	-	-	-	-
Inventory		411	802	-	1 901	802
<b>Total current assets</b>		332 014	256 644	-	386 170	256 644
<b>Non-current assets</b>						
Long-term receivables		-	-	-	-	-
Investments		-	-	-	-	-
Investment property		45 607	33 375	-	45 607	33 375
Investments in Associates		-	-	-	-	-
Property, plant and equipment		411 207	508 777	-	401 000	508 777
Agricultural		-	-	-	-	-
Biological assets		-	-	-	-	-
Intangible assets		265	548	-	206	548
Other non-current assets		3 147	1 286	-	3 147	1 286
<b>Total non-current assets</b>		460 226	543 986	-	449 960	543 986
<b>TOTAL ASSETS</b>		792 240	800 630	-	836 130	800 630
<b>LIABILITIES</b>						
<b>Current liabilities</b>						
Bank overdraft		-	-	-	-	-
Borrowing		855	871	-	-	871
Consumer deposits		1 630	1 724	-	1 661	1 724
Trade and other payables		29 158	20 912	-	48 987	20 912
Provisions		12 578	13 203	-	7 494	13 203
<b>Total current liabilities</b>		44 221	36 711	-	58 141	36 711
<b>Non-current liabilities</b>						
Borrowing		9 505	8 634	-	9 934	8 634
Provisions		21 501	26 652	-	21 715	26 652
<b>Total non-current liabilities</b>		31 006	35 286	-	31 650	35 286
<b>TOTAL LIABILITIES</b>		75 227	71 997	-	89 791	71 997
<b>NET ASSETS</b>	2	717 013	728 633	-	746 339	728 633
<b>COMMUNITY WEALTH/EQUITY</b>						
Accumulated Surplus/(Deficit)		652 393	461 619	-	467 881	461 619
Reserves		64 619	267 014	-	278 458	267 014
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	2	717 013	728 633	-	746 339	728 633

EC142 Senqu - Table C7 Monthly Budget Statement - Cash Flow - M06 December

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1								%	
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Property rates		11 844	7 516	-	761	6 659	4 103	2 556	62%	7 516
Service charges		33 949	44 517	-	5 400	21 691	23 189	(1 497)	-6%	44 517
Other revenue		20 106	4 315	-	17 258	144 250	1 882	142 368	7564%	4 315
Government - operating		147 318	157 443	-	43 458	102 239	109 038	(6 799)	-6%	157 443
Government - capital		41 850	39 761	-	-	-	33 638	(33 638)	-100%	39 761
Interest		20 352	18 615	-	2 341	12 767	8 484	4 283	50%	18 615
Dividends			-	-	-	-	-	-		-
<b>Payments</b>										
Suppliers and employees		(196 701)	(214 228)	-	(67 814)	(248 211)	(104 498)	143 712	-138%	(214 228)
Finance charges		(937)	(3 133)	-	-	(454)	1 582	(1 127)	71%	(3 133)
Transfers and Grants		(550)	(909)	-	-	-	(290)	(290)	100%	(909)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>		77 232	53 897	-	1 406	38 941	73 964	35 023	47%	53 897
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Proceeds on disposal of PPE		1	-	-	-	-	-	-		-
Decrease (increase) in non-current debtors		-	-	-	-	-	-	-		-
Decrease (increase) other non-current receivables		-	-	-	-	-	-	-		-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-		-
<b>Payments</b>										
Capital assets		(57 621)	(85 750)	-	(5 855)	(35 739)	(36 242)	(503)	1%	(85 750)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>		(57 620)	(85 750)	-	(5 855)	(35 739)	(36 242)	(503)	1%	(85 750)

EC142 Senqu - Table C7 Monthly Budget Statement - Cash Flow - M05 December (cont.)

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1								%	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Short term loans		-	-	-	-	-	-	-		-
Borrowing long term/refinancing		-	-	-	-	-	-	-		-
Increase (decrease) in consumer deposits		66	82	-	-	-	-	-		82
<b>Payments</b>										
Repayment of borrowing		(841)	(855)	-	-	(425)	(420)	5	-1%	(855)
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>		(775)	(773)	-	-	(425)	(420)	5	-1%	(773)
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>		18 837	(32 626)	-	(4 449)	2 777	37 301			(32 626)
Cash/cash equivalents at beginning:		-	265 182	-			265 182			-
Cash/cash equivalents at month/year end:		18 837	232 556	-		2 777	302 483			(32 626)

EC142 Senqu - Supporting Table SC1 Material variance explanations - M06 December

Ref	Description R thousands	Variance	Reasons for material deviations
1	<b>Revenue By Source</b>		
	Property rates	433%	Capital amount raised in July
	Service charges - electricity revenue	5%	Actual Electricity Billed greater than expected
	Service charges - water revenue		
	Service charges - sanitation revenue		
	Service charges - refuse revenue	22%	Actual Refuse Billed greater than expected
	Service charges - other		
	Rental of facilities and equipment	-75%	Less Rental Income received than initially expected
	Interest earned - external investments	38%	Interest earned - external investments - Greater returns realised to effective investment strategy
	Interest earned - outstanding debtors	18%	Interest earned - outstanding debtors - Less than anticipated
	Dividends received		
	Fines	-93%	Fines - Decrease in fine income resulting from a decrease in fines issued
	Licences and permits	15%	Licences and permits - Increase in Licence and Permits resulting in an increase in revenue received
	Agency services	16%	Agency services - Increase in estimated revenue from agency services more than anticipated
	Transfers recognised - operating	-14%	Receive grant revenue later than expected
	Other Revenue by Source	-25%	Other Revenue - Less Income received than initially expected
2	<b>Expenditure By Type</b>		
	Employee related costs	-10%	Changes in Director's packages which will be rectified in the Adjustment Budget
	Remuneration of councillors	-9%	Variance occurred as a result of the decrease in expected cashflows as per Table SA8
	Debt impairment	-100%	Provision for debt impairment to be finalised at financial year end
	Depreciation & asset impairment	-2%	Depreciation to be finalised at financial year end
	Finance charges	-71%	Finance charges to be finalised at financial year end
	Bulk purchases	2%	Bulk Purchases more than anticipated
	Other materials	-26%	Other materials less than anticipated
	Contracted services	-48%	Contracted services less than anticipated
	Transfers and grants	-100%	Transfers and grants not yet paid
	Other Expenditure by Type	-5%	Other Expenditure less than anticipated
	Loss on disposal of PPE		
3	<b>Capital Expenditure</b>		
	Vote 1 - Executive & Council	-100%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 2 - Planning & Development	-100%	Variance occurred as a result of the increase in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 3 - Corporate Services	-100%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 4 - Budget & Treasury	-23%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 5 - Road Transport	-37%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 6 - Waste Water Management		
	Vote 7 - Housing		
	Vote 8 - Health		
	Vote 9 - Community & Social Services	-73%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure

EC142 Senqu - Supporting Table SC1 Material variance explanations - M06 December (Cont.)

Ref	Description R thousands	Variance	Reasons for material deviations
1	<b>Revenue By Source</b>		
	Vote 10 - Sport & Recreation	-87%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 11 - Public Safety		Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 12 - Electricity	-81%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 13 - Waste Management	-35%	Variance occurred as a result of the decrease in expected cashflows as per C5 and supporting table for capital expenditure
	Vote 14 - Water		
	Vote 15 - Other		



EC142 Senqu - Supporting Table SC2 Monthly Budget Statement - performance indicators - M06 December

Description of financial indicator	Basis of calculation	Ref	2018/19	Budget Year 2019/20			
			Audited Outcome	Original Budget	Adjusted Budget	YTD actual	Full Year Forecast
<b>Borrowing Management</b>							
Capital Charges to Operating Expenditure	Interest & principal paid/Operating Expenditure		4,8%	81,2%	0,0%	72,9%	81,2%
Borrowed funding of 'own' capital expenditure	Borrowings/Capital expenditure excl. transfers and grants		0,0%	0,0%	0,0%	0,0%	0,0%
<b>Safety of Capital</b>							
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision/ Funds & Reserves		5,5%	4,2%	0,0%	7,9%	4,2%
Gearing	Long Term Borrowing/ Funds & Reserves		14,7%	3,2%	0,0%	3,6%	3,2%
<b>Liquidity</b>							
Current Ratio	Current assets/current liabilities	1	750,8%	699,1%	0,0%	664,2%	699,1%
Liquidity Ratio	Monetary Assets/Current Liabilities		708,0%	633,5%	0,0%	618,3%	633,5%
<b>Revenue Management</b>							
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/ Last 12 Mths Billing						
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		7,3%	9,7%	0,0%	14,5%	9,7%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old		0,0%	0,0%	0,0%	0,0%	0,0%
<b>Creditors Management</b>							
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))		100,0%	100,0%	100,0%	100,0%	100,0%
<b>Funding of Provisions</b>							
Percentage of Provisions Not Funded	Unfunded Provisions/Total Provisions						
<b>Other Indicators</b>							
Electricity Distribution Losses	% Volume (units purchased and generated less units sold)/units purchased and generated	2	14,0%				
Water Distribution Losses	% Volume (units purchased and own source less units sold)/Total units purchased and own source	2	0,0%				
Employee costs	Employee costs/Total Revenue - capital revenue		34,3%	37,1%	0,0%	24,2%	37,1%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0,0%	4,8%	0,0%	2,0%	4,8%
Interest & Depreciation	I&D/Total Revenue - capital revenue		8,5%	10,1%	0,0%	6,3%	10,1%
<b>IDP regulation financial viability indicators</b>							
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year			4,12	4,12		4,12
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services			39,3%	39,3%		39,3%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure			13,74	13,74		13,74

EC142 Senqu - Supporting Table SC2 Monthly Budget Statement - performance indicators - M06 December (Cont.)

Description of financial indicator	Basis of calculation	Rat	2018/19	Budget Year 2019/20			
			Audited Outcome	Original Budget	Adjusted Budget	YTD actual	Full Year Forecast
<u>Calculations</u>							
Borrowing			9 505	8 634		9 934	
Total Assets			792 240	800 630		836 130	800 630
Employee related costs			85 820	88 932		41 384	88 932
Repairs & Maintenance				11 579		3 443	11 579
Interest (finance charges)			2 694	3 133		454	3 133
Principal paid			841	855		425	855
Depreciation			18 865	21 058		10 266	21 058
Operating expenditure			38 363	29 774		14 711	29 774
Total Capital Expenditure			57 623	85 750		35 739	85 750
Borrowed funding for capital							
Debt			39 518	30 417		58 921	30 417
Equity			717 013	728 633		748 339	728 633
Reserves			64 619	287 014		278 458	267 014
Borrowing			9 505	8 634		9 934	8 634
Current assets			332 014	256 644		386 170	256 644
Current liabilities			44 221	36 711		58 141	36 711
Monetary assets			313 095	232 556		359 475	232 556
Total Revenue (excluding capital transfers and contributions)			207 877	252 870	239 767		171 212
Transfers and subsidies			145 360	157 443		102 239	157 443
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			33 684	46 991	39 761		
Debt service payments			19 511	17 760		(880)	(3 988)
Outstanding debtors (receivables)			18 507	23 287		24 794	23 287
Annual services revenue			44 537	50 558		28 274	50 558
Cash + investments	Including LT investments		313 095	232 556		359 475	232 556
Fixed operational expend. (monthly)			9 505	8 634		9 934	
Longstanding debtors outstanding							
Longstanding debtors recovered							
Attorney collections							

Description	NT Code	Budget Year 2019/20								Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts in terms of Council Policy
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Days	151-180 Days	181 Days-1 Year	Over 1 Year			
<b>R thousands</b>												
<b>Debtors Age Analysis by Income Source</b>												
Trade and Other Receivables from Exchange Transactions - Water	1200	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables from Exchange Transactions - Electricity	1300	3 475	1 265	911	1 124	660	4 393	6 161	7 029	25 008	19 357	-
Receivables from Non-exchange Transactions - Property Rates	1400	452	345	310	279	191	2 659	3 723	4 255	12 215	11 107	-
Receivables from Exchange Transactions - Waste Water Management	1500	-	-	-	-	-	-	-	-	-	-	-
Receivables from Exchange Transactions - Waste Management	1600	999	778	696	664	660	4 733	6 626	7 573	22 719	20 246	-
Receivables from Exchange Transactions - Property Rental Debtors	1700	33	13	13	13	34	223	312	357	999	940	-
Interest on Arrear Debtor Accounts	1810	-	267	215	231	171	1 334	1 868	2 135	6 220	5 739	-
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	-	-	-	-	-	-	-	-	-	-	-
Other	1900	-	-	-	-	-	-	-	-	-	-	-
<b>Total by Income Source</b>	<b>2000</b>	<b>4 958</b>	<b>2 869</b>	<b>2 146</b>	<b>2 311</b>	<b>1 705</b>	<b>13 343</b>	<b>18 680</b>	<b>21 349</b>	<b>67 161</b>	<b>57 389</b>	-
<b>2017/18 - totals only</b>												
<b>Debtors Age Analysis by Customer Group</b>												
Organs of State	2200	1 106	764	710	973	469	970	1 358	1 552	7 925	5 323	-
Commercial	2300	2 377	774	441	386	328	3 415	4 780	5 463	17 961	14 370	-
Households	2400	1 473	1 111	994	953	910	8 958	12 542	14 333	41 274	37 696	-
Other	2500	-	-	-	-	-	-	-	-	-	-	-
<b>Total by Customer Group</b>	<b>2600</b>	<b>4 958</b>	<b>2 869</b>	<b>2 146</b>	<b>2 311</b>	<b>1 705</b>	<b>13 343</b>	<b>18 680</b>	<b>21 349</b>	<b>67 161</b>	<b>57 389</b>	-

EC142 Senqu - Supporting Table SC4 Monthly Budget Statement - aged creditors - M06 December

EC 14.2 senqu - supporting Table 3C4 monthly budget statement - aged creditors 3 - mid December											
Description  R thousands	NT Code	Budget Year 2019/20							Prior year totals for chart (same period)		
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year		Over 1 Year	Total
Creditors Age Analysis by Customer Type											
Bulk Electricity	0100	2 569	-	-	-	-	-	-	-	2 569	
Bulk Water	0200	-	-	-	-	-	-	-	-	-	
PAYE deductions	0300	929	-	-	-	-	-	-	-	929	
VAT (output less input)	0400	-	-	-	-	-	-	-	-	-	
Pensions / Retirement deductions	0500	1 341	-	-	-	-	-	-	-	1 341	
Loan repayments	0600	-	-	-	-	-	-	-	-	-	
Trade Creditors	0700	18 343	-	-	-	-	-	-	-	18 343	
Auditor General	0800	485	-	-	-	-	-	-	-	485	
Other	0900	50 000	-	-	-	-	-	-	-	50 000	
Total by Customer Type	1000	73 668	-	-	-	-	-	-	-	73 668	-

EC142 Senqu - Supporting Table SC5 Monthly Budget Statement - investment portfolio - M06 December

Investments by maturity Name of institution & Investment ID	Ref	Period of Investment	Type of Investment	Expiry date of investment	Accrued interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
R thousands		Years/ Months							
<u>Municipality</u>		1 year	Call Investment Deposit		2 003	0,6%	300 255	52 003	352 258
Municipality sub-total					2 003		300 255	52 003	352 258
<u>Entities</u>					-		-	-	-
Entities sub-total					-		-	-	-
<b>TOTAL INVESTMENTS AND INTEREST</b>	<b>2</b>				2 003		300 255	52 003	352 258

EC142 Senqu - Supporting Table SC5 Monthly Budget Statement - transfers and grant receipts - M06 December

Description R thousands	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>RECEIPTS:</b>	1,2									
<b>Operating Transfers and Grants</b>										
National Government:		142 818	155 943	–	43 459	100 935	117 776	(16 504)	-14,0%	155 943
Local Government Equitable Share		136 434	142 681	–	43 459	97 783	112 451	(14 668)	-13,0%	142 681
Finance Management		1 700	1 700	–	–	1 700	1 700			1 700
EPWP Incentive		2 796	7 254	–	–	1 451	1 788			7 254
Municipal Systems Improvement		–	–	–	–	–	–			–
Municipal Infrastructure Grant Operational	3	1 888	1 924	–	–	–	1 836	(1 836)	-100,0%	1 924
LGSETA		–	2 384	–	–	–	–	–		2 384
Provincial Government:		1 500	1 500	–	–	1 304	1 500	(196)	-13,0%	1 500
Libraries Provincial		1 500	1 500	–	–	1 304	1 500	(196)	-13,0%	1 500
District Municipality:		–	–	–	–	–	–	–		–
Other grant providers:		–	–	–	–	–	–	–		–
<b>Total Operating Transfers and Grants</b>	5							–		
<b>Capital Transfers and Grants</b>										
National Government:		144 318	157 443	–	43 459	102 239	119 276	(16 700)	-14,0%	157 443
Municipal Infrastructure Grant (MIG)										
Integrated National Electrification Programme		41 850	39 761	–	–	–	31 264	(31 264)	-100,0%	39 761
Provincial Government:		35 867	36 561	–	–	–	28 864	(28 864)	-100,0%	36 561
Provincial Public Works - Sidewalks		5 983	3 200	–	–	–	2 400	(2 400)	-100,0%	3 200
District Municipality:		3 000	–	–	–	–	–	–		–
Other grant providers:		–	–	–	–	–	–	–		–
<b>Total Capital Transfers and Grants</b>	5	3 000	–	–	–	–	–	–		–
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	5	144 318	157 443	–	43 459	102 239	119 276	(16 700)	-14,0%	157 443

EC142 Senqu - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - M06 December

EC142 Senqu - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - into December										
Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
<b>EXPENDITURE</b>										
<b>Operating expenditure of Transfers and Grants</b>										
National Government:		142 818	155 943	–	44 196	101 124	116 648	(15 524)	-13,3%	155 943
Local Government Equitable Share		136 434	142 681	–	43 459	97 783	112 451	(14 668)	-13,0%	142 681
Finance Management		1 700	1 700	–	49	519	871	(352)	-40,4%	1 700
EPWP Incentive		2 796	7 254	–	383	1 497	1 497	–		7 254
Municipal Systems Improvement		–	–	–	–	–	–	–		–
Municipal Infrastructure Grant		1 888	1 924	–	305	1 325	1 829	(504)	-27,5%	1 924
Operational		–	–	–	–	–	–	–		–
LGSETA		–	2 384	–	–	–	–	–		2 384
Provincial Government:		1 500	1 500	–	148	891	1 013	(122)	-12,0%	1 500
Alien Vegetation		1 500	1 500	–	148	891	1 013	(122)	-12,0%	1 500
Libraries Provincial		–	–	–	–	–	–	–		–
District Municipality:		–	–	–	–	–	–	–		–
(insert description)		–	–	–	–	–	–	–		–
Other grant providers:		–	–	–	–	–	–	–		–
		–	–	–	–	–	–	–		–
<b>Total operating expenditure of Transfers and Grants:</b>		<b>144 318</b>	<b>157 443</b>	<b>–</b>	<b>44 344</b>	<b>102 015</b>	<b>117 661</b>	<b>(15 646)</b>	<b>-13,3%</b>	<b>157 443</b>
<b>Capital expenditure of Transfers and Grants</b>										
National Government:		41 327	39 761	–	3 349	21 539	32 666	(11 127)	-34,1%	39 761
Municipal Infrastructure Grant (MIG)		35 867	36 561	–	2 784	20 639	29 466	(8 827)	-30,0%	36 561
Integrated National Electrification Programme		5 460	3 200	–	565	900	3 200	(2 300)	-71,9%	3 200
Provincial Government:		3 000	–	–	–	–	–	–		–
Provincial Public Works Roads Infrastructure		3 000	–	–	–	–	–	–		–
		–	–	–	–	–	–	–		–
District Municipality:		–	–	–	–	–	–	–		–
		–	–	–	–	–	–	–		–
Other grant providers:		–	–	–	–	–	–	–		–
		–	–	–	–	–	–	–		–
<b>Total capital expenditure of Transfers and Grants</b>		<b>44 327</b>	<b>39 761</b>	<b>–</b>	<b>3 349</b>	<b>21 539</b>	<b>32 666</b>	<b>(11 127)</b>	<b>-34,1%</b>	<b>39 761</b>
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANTS</b>		<b>188 645</b>	<b>197 204</b>	<b>–</b>	<b>47 693</b>	<b>123 554</b>	<b>150 327</b>	<b>(26 772)</b>	<b>-17,8%</b>	<b>197 204</b>

EC142 Senqu - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M06 December

Summary of Employee and Councillor remuneration  R thousands	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance	Full Year Forecast
		A	B	C						D
<b>Councillors (Political Office Bearers Plus Other)</b>										
Basic Salaries and Wages		10 734	11 641	—	896	5 386	2 877	2 509	87%	11 641
Pension and UIF Contributions		—	—	—	—	—	—	—		—
Medical Aid Contributions		—	—	—	—	—	—	—		—
Motor Vehicle Allowance		—	—	—	—	—	—	—		—
Cell phone Allowance		1 510	1 693	—	126	755	497	257	52%	1 693
Housing Allowances		—	—	—	—	—	—	—		—
Other benefits and allowances		—	188	—	—	—	—	—		188
<b>Sub Total - Councillors</b>		12 244	13 522	—	1 022	6 141	3 375	2 766	82%	13 522
<b>% increase</b>	4		10,4%							10,4%
<b>Senior Managers of the Municipality</b>	3									
Basic Salaries and Wages		8 893	10 863	—	656	3 937	5 431	(1 495)	-28%	10 863
Pension and UIF Contributions		20	34	—	1	5	17	(11)	-68%	34
Medical Aid Contributions		—	—	—	—	—	—	—		—
Overtime		—	—	—	—	—	—	—		—
Performance Bonus		1 661	1 812	—	—	—	1 812	(1 812)	-100%	1 812
Motor Vehicle Allowance		—	—	—	—	—	—	—		—
Cell phone Allowance		60	67	—	5	30	33	(3)	-10%	67
Housing Allowances		—	—	—	—	—	—	—		—
Other benefits and allowances		—	—	—	—	—	—	—		—
Payments in lieu of leave		152	—	—	—	—	—	—		—
Long service awards		—	—	—	—	—	—	—		—
Post-retirement benefit obligations	2	—	—	—	—	—	—	—		—
<b>Sub Total - Senior Managers of Municipality</b>		10 786	12 775	—	662	3 972	7 294	(3 321)	-46%	12 775
<b>% increase</b>	4		18,4%							18,4%



EC142 Senqu - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M06 December (cont.)

Summary of Employee and Councillor remuneration  R thousands	2018/19	Budget Year 2019/20								
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance	Full Year Forecast
	1	A	B	C						D
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		56 888	57 473	–	4 634	29 339	28 737	602	2%	57 473
Pension and UIF Contributions		9 127	9 780	–	785	4 750	4 690	60	1%	9 780
Medical Aid Contributions		4 695	4 852	–	421	2 553	2 426	127	5%	4 852
Overtime		–	66	–	–	–	33	(33)	-100%	66
Performance Bonus		824	740	–	–	–	740	(740)	-100%	740
Motor Vehicle Allowance		–	–	–	–	–	–	–	–	–
Cell phone Allowance		384	422	–	32	188	211	(23)	-11%	422
Housing Allowances		411	402	–	38	233	201	32	16%	402
Other benefits and allowances		86	542	–	3	62	271	(209)	-77%	542
Payments in lieu of leave		1 819	–	–	–	–	–	–	–	–
Long service awards		289	302	–	3	12	151	(139)	-92%	302
Post-retirement benefit obligations	2	1 509	1 578	–	–	–	789	(789)	-100%	1 578
<b>Sub Total - Other Municipal Staff</b>		76 033	76 157	–	5 916	37 137	38 248	(1 111)	-3%	76 157
<b>% increase</b>	4		0,2%							0,2%
<b>Total Parent Municipality</b>		99 063	102 454	–	7 599	47 250	48 917	(1 666)	-3%	102 454
Unpaid salary, allowances & benefits in arrears:										
<b>Board Members of Entities</b>										
Basic Salaries and Wages		–	–	–	–	–	–	–	–	–
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance		–	–	–	–	–	–	–	–	–
Cell phone Allowance		–	–	–	–	–	–	–	–	–
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		–	–	–	–	–	–	–	–	–
Board Fees		–	–	–	–	–	–	–	–	–
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations		–	–	–	–	–	–	–	–	–
<b>Sub Total - Board Members of Entities</b>	2	–	–	–	–	–	–	–	–	–
<b>% increase</b>	4									

EC142 Senqu - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - M06 December (cont.)

Summary of Employee and Councillor remuneration	2018/19	Budget Year 2019/20								
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1	A	B	C						D
<b>Senior Managers of Entities</b>										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		-	-	-	-	-	-	-	-	-
Cell phone Allowance		-	-	-	-	-	-	-	-	-
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Entities</b>	2	-	-	-	-	-	-	-	-	-
<b>% increase</b>	4	-	-	-	-	-	-	-	-	-
<b>Other Staff of Entities</b>										
Basic Salaries and Wages		-	-	-	-	-	-	-	-	-
Pension and UIF Contributions		-	-	-	-	-	-	-	-	-
Medical Aid Contributions		-	-	-	-	-	-	-	-	-
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		-	-	-	-	-	-	-	-	-
Cell phone Allowance		-	-	-	-	-	-	-	-	-
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	-	-	-	-	-	-	-	-
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations		-	-	-	-	-	-	-	-	-
<b>Sub Total - Other Staff of Entities</b>		-	-	-	-	-	-	-	-	-
<b>% increase</b>	4	-	-	-	-	-	-	-	-	-
<b>Total Municipal Entities</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>		99 063	102 454	-	7 599	47 250	48 917	(1 668)	-3%	102 454
<b>% increase</b>	4		3,4%							3,4%
<b>TOTAL MANAGERS AND STAFF</b>		86 820	88 932	-	6 578	41 110	45 542	(4 433)	-10%	88 932

EC142 Seriqu - Supporting Table SC9 Monthly Budget Statement - actuals and revised targets for cash receipts - M06 December

Description	R thousands	Budget Year 2019/20												2019/20 Medium Term Revenue & Expenditure Framework			
		July	August	Sept	October	Nov	Dec	January	Feb	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/12	Budget Year +2 2020/21	
		Outcome	Outcome	Outcomes	Outcome	Outcome	Outcome	Budget	Budget	Budget	Budget	Budget	Budget				
Cash Receipts By Source																	
Property rates	19 966	3 532	711	654	626	458	-	-	-	-	-	(18 432)	7 516	7 935	8 424		
Service charges - electricity revenue	3 652	3 828	10 331	(2 511)	3 619	3 473	-	-	-	-	-	13 632	36 023	38 033	40 375		
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Service charges - refuse	979	973	978	989	952	952	-	-	-	-	-	2 612	8 485	8 969	9 521		
Service charges - other	3	1	2	4	3	1	-	-	-	-	-	88	103	109	115		
Rental of facilities and equipment	-	3 885	1 917	1 858	1 740	1 952	-	-	-	-	-	5 148	16 500	16 854	17 865		
Interest earned - external investments	102	365	(197)	375	381	388	-	-	-	-	-	700	2 115	2 233	2 370		
Interest earned - outstanding debits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Dividends received	1	1	0	3	1	-	-	-	-	-	-	162	188	178	188		
Fines, penalties and forfeits	129	120	129	127	102	77	-	-	-	-	-	504	1 189	1 260	1 335		
Licences and permits	121	98	89	89	103	80	-	-	-	-	-	420	989	1 059	1 123		
Agency services	54 324	3 301	222	-	933	43 458	-	-	-	-	-	55 204	157 443	163 775	173 392		
Transfer receipts - operating	63	157	206	124	71	79	-	-	-	-	-	1 156	1 857	1 968	2 066		
Other revenue																	
Cash Receipts by Source	79 340	16 261	14 389	1 712	8 561	50 950	-	-	-	-	-	61 194	232 406	242 372	256 794		

EC142 Senqu - Supporting Table SC9 Monthly Budget Statement - actuals and revised targets for cash receipts - M06 December (cont.)

Description	R thousands	Budget Year 2019/20												2019/20 Medium Term Revenue & Expenditure Framework		
		July Outcome	August Outcome	Sept Outcome	October Outcome	Nov Outcome	Dec Outcome	January Budget	Feb Budget	March Budget	April Budget	May Budget	June Budget	Budget Year 2018/19	Budget Year +1 2019/12	Budget Year +2 2020/21
Other Cash Flows by Source																
Transfer receipts – capital		-	-	-	-	-	-	-	-	-	-	-	39 761	39 761	42 858	46 518
Contributions & Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Increase in consumer deposits		-	-	-	-	-	-	-	-	-	-	-	82	82	86	91
Receipt of non-current debtors		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receipt of non-current receivables		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in non-current investments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Receipts by Source</b>		<b>79 340</b>	<b>16 261</b>	<b>14 389</b>	<b>1 712</b>	<b>8 561</b>	<b>50 950</b>						<b>101 037</b>	<b>272 249</b>	<b>285 316</b>	<b>303 403</b>

EC142 Senqu - Supporting Table SC9 Monthly Budget Statement - actuals and revised targets for cash receipts - M06 December (cont.)

Description	R thousands	Budget Year 2019/20												2019/20 Medium Term Revenue & Expenditure Framework		
		Budget												Budget Year 2018/19	Budget Year +1 2019/12	Budget Year +2 2020/21
		July Outcome	August Outcome	Sept Outcome	October Outcome	Nov Outcome	Dec Outcome	January Budget	Feb Budget	March Budget	April Budget	May Budget	June Budget			
<b>Cash Payments by Type</b>	<b>1</b>															
Employee related costs		6 899	6 755	6 792	6 613	7 579	6 646	-	-	-	-	-	43 532	64 976	59 554	94 118
Remuneration of councillors		1 032	1 022	1 022	1 022	1 022	1 022	-	-	-	-	-	7 381	13 522	14 225	14 964
Interest paid		-	-	454	-	-	-	-	-	-	-	-	2 678	3 133	3 295	3 457
Bulk purchases - Electricity		973	2 785	6 840	1 755	3 844	2 568	-	-	-	-	-	17 623	36 629	36 468	40 439
Bulk purchases - Water & Sewer		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials		799	798	947	859	925	698	-	-	-	-	-	9 108	14 374	15 384	16 185
Contracted services		625	967	2 298	1 525	1 677	2 035	-	-	-	-	-	25 271	35 388	36 566	38 505
Grants and subsidies paid - other municipalities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and subsidies paid - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General expenses		3 061	1 301	3 313	1 717	2 393	2 924	-	-	-	-	-	14 528	28 339	30 453	32 105
<b>Cash Payments by Type</b>		<b>13 390</b>	<b>13 627</b>	<b>21 657</b>	<b>13 571</b>	<b>17 542</b>	<b>16 094</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>122 389</b>	<b>218 270</b>	<b>228 617</b>	<b>240 458</b>
<b>Other Cash</b>																
<b>Flows/Payments by Type</b>																
Capital assets		7 505	3 545	7 735	4 173	6 926	5 855	-	-	-	-	-	50 011	85 750	64 022	49 111
Repayment of borrowing		-	-	425	-	-	-	-	-	-	-	-	430	855	871	987
Other Cash		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Flows/Payments</b>																
<b>Total Cash Payments by Type</b>		<b>20 895</b>	<b>17 172</b>	<b>29 818</b>	<b>17 744</b>	<b>24 468</b>	<b>21 946</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72 830</b>	<b>304 875</b>	<b>283 509</b>	<b>290 456</b>
<b>Net Increase/(Decrease) In Cash Held</b>		<b>58 445</b>	<b>(911)</b>	<b>(15 429)</b>	<b>(16 032)</b>	<b>(15 907)</b>	<b>29 002</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(71 794)</b>	<b>(32 626)</b>	<b>(8 193)</b>	<b>12 947</b>
<b>Cash/cash equivalents at the month/year beginning:</b>		<b>314 441</b>	<b>372 887</b>	<b>371 975</b>	<b>356 547</b>	<b>340 514</b>	<b>324 607</b>	<b>353 609</b>	<b>353 609</b>	<b>353 609</b>	<b>353 609</b>	<b>353 609</b>	<b>281 815</b>	<b>314 441</b>	<b>281 815</b>	<b>273 622</b>
<b>Cash/cash equivalents at the month/year end:</b>		<b>372 887</b>	<b>371 975</b>	<b>356 547</b>	<b>340 514</b>	<b>324 607</b>	<b>304 607</b>	<b>353 609</b>	<b>353 609</b>	<b>353 609</b>	<b>353 609</b>	<b>353 609</b>	<b>281 815</b>	<b>281 815</b>	<b>273 622</b>	<b>286 570</b>

EC142 Senqu - Supporting Table SC12 Monthly Budget Statement - capital expenditure trend - M06 December

Month	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	% spend of Original Budget
R thousands									
<u>Monthly expenditure performance trend</u>									
July	—	8 659	—	7 505	7 505	8 659	1 154	13,3%	9%
August	—	6 985	—	3 545	11 050	15 644	4 594	29,4%	13%
September	—	13 193	—	7 735	18 785	28 837	10 051	34,9%	22%
October	—	10 498	—	4 173	22 959	39 334	16 376	41,6%	27%
November	—	15 213	—	6 926	29 884	54 548	24 663	45,2%	35%
December	—	6 943	—	5 855	35 739	61 491	25 752	41,9%	42%
January	—	2 915	—	—	—	64 406	—		
February	—	6 400	—	—	—	70 806	—		
March	—	4 713	—	—	—	75 519	—		
April	—	3 876	—	—	—	79 394	—		
May	—	4 046	—	—	—	83 440	—		
June	57 621	2 311	—	—	—	85 750	—		
<b>Total Capital expenditure</b>	<b>57 621</b>	<b>85 750</b>	<b>—</b>	<b>35 739</b>					

EC142 Senqu - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M06 December

Description	Ref	2018/19	Budget Year							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		35 353	40 109	-	3 091	19 058	31 187	12 129	38,9%	40 109
Roads Infrastructure		22 309	29 629	-	2 223	17 003	26 817	9 814	36,6%	29 629
Roads		21 594	29 629	-	2 223	17 003	26 817	9 814	36,6%	29 629
Road Structures		715	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		7 734	4 900	-	565	992	4 150	3 158	76,1%	4 900
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		5 769	3 200	-	565	900	3 200	2 300	71,9%	3 200
LV Networks		1 965	1 700	-	-	92	950	858	90,3%	1 700
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		5 310	5 580	-	302	1 062	220	(842)	-383,0%	5 580
Landfill Sites		5 310	5 580	-	302	1 062	220	(842)	-383,0%	5 580
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		4 333	2 973	-	105	1 761	2 422	661	27,3%	2 973
Community Facilities		4 110	2 757	-	105	1 761	2 315	554	23,9%	2 757
Halls		208	-	-	-	-	-	-	-	-
Centres		3 718	1 931	-	-	1 658	1 931	275	14,3%	1 931
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-
Theatres		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		183	826	-	105	105	384	278	72,6%	826

EC142 Senqu - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M06  
December(cont.)

Description	R e f	2018/19	Budget Year 2019/20							
		Audited Outcomes	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		<b>35 353</b>	<b>40 109</b>	<b>-</b>	<b>3 091</b>	<b>19 058</b>	<b>31 129</b>	<b>12 129</b>	<b>38,9%</b>	<b>40 109</b>
Roads Infrastructure		22 309	29 629	-	2 223	17 003	25 817	9 814	36,6%	29 629
Roads		21 594	29 629	-	2 223	17 003	25 817	9 814	36,6%	29 629
Road Structures		715	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		7 734	4 900	-	565	992	4 150	3 158	76,1%	4 900
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		5 769	3 200	-	565	900	3 200	2 300	71,9%	3 200
LV Networks		1 965	1 700	-	-	92	950	858	90,3%	1 700
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		5 310	5 580	-	302	1 062	220	(842)	-383%	5 580
Landfill Sites		5 310	5 580	-	302	1 062	220	(842)	-383%	5 580
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-



EC142 Senqu - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M06 December (cont.)

Description	R e f	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>									
<b><u>Community Assets</u></b>		4 333	273	-	105	1 761	2 422	661	27,3%	2 973
Community Facilities		4 110	2 757	-	105	1 761	2 315	554	23,9%	2 757
Halls		208	-	-	-	-	-	-	-	-
Centres		3 718	1 931	-	-	1 656	1 931	275	14,3%	1 931
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-
Theatres		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		183	826	-	105	105	384	278	72,6%	826
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		-	-	-	-	-	-	-	-	-
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		223	216	-	-	-	108	108	100%	216
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		223	216	-	-	-	108	108	100%	216
Capital Spares		-	-	-	-	-	-	-	-	-
<b><u>Heritage assets</u></b>										
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
<b><u>Investment properties</u></b>		-								
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-

EC142 Senqu - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M06  
December(cont.)

Description	R e f	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>									
<b>Other assets</b>		311	4 000	-	-	-	-	-	-	4 000
Operational Buildings		311	4 000	-	-	-	-	-	-	4 000
Municipal Offices		60	4 000	-	-	-	-	-	-	4 000
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		251	-	-	-	-	-	-	-	-
Stores		-	-	-	-	-	-	-	-	-
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	9	-	-	-	69	69	100%	69
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	69	-	-	-	69	69	100%	69
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	69	-	-	-	69	69	100%	69
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>		1 327	1 057	-	-	2	446	444	99,5%	1 057
Computer Equipment		1 327	1 057	-	-	2	446	444	99,5%	1 057
<b>Furniture and Office Equipment</b>		57	230	-	-	-	-	-	-	230
Furniture and Office Equipment		57	230	-	-	-	-	-	-	230
<b>Machinery and Equipment</b>		864	2 018	-	24	1 014	1 668	653	39,2%	2 018
Machinery and Equipment		864	2 018	-	24	1 014	1 668	653	39,2%	2 018

EC142 Senqu - Supporting Table SC13a Monthly Budget Statement - capital expenditure on new assets by asset class - M06  
December(cont.)

Description	R e f	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Transport Assets		-	3 100	-	-	-	1 500	1 500	100%	3 100
Transport Assets		-	3 100	-	-	-	1 500	1 500	100%	3 100
-										
Land		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
-										
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	42 246	53 555	-	3 219	21 835	37 292	15 456	41,4%	53 555

EC142 Senqu - Supporting Table SC13b Monthly Budget Statement - capital expenditure on renewal of existing assets by asset class - M06 December

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>			850				850	850	100,0%	850
Roads Infrastructure			850				850	850	100,0%	850
Roads										
Road Structures			850				850	850	100,0%	850
Road Furniture										
Capital Spares										
Storm water Infrastructure										
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure										
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure										
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										

EC142 Senqu - Supporting Table SC13b Monthly Budget Statement - capital expenditure on renewal of existing assets by asset class - M06 December (cont.)

Description	Ref	2018/19	Budget Year							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Community Assets</b>		415	6 600	-	215	384	2 791	2 407	86,2%	6 600
Community Facilities		275	4 600	-	215	384	1 100	716	65,1%	4 600
Halls		158	3 500	-	-	-	-	-	-	3 500
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-
Theatres		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		-	-	-	-	-	-	-	-	-
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		118	1 100	-	25	384	1 100	716	65,1%	1 100
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		140	2 000	-	-	-	1 691	1 691	100,0%	2 000
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		140	2 000	-	-	-	1 691	1 691	100,0%	2 000
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>										
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>										
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-

EC142 Senqu - Supporting Table SC13b Monthly Budget Statement - capital expenditure on renewal of existing assets by asset class - M06 December (cont.)

Description	Ref	2018/19	Budget Year							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Other assets</b>		3 643	9 317	-	455	5 492	6 381	889	13,9%	9 317
Operational Buildings		3 643	9 317	-	455	5 492	6 381	889	13,9%	9 317
Municipal Offices		3 643	9 317	-	455	5 492	6 381	889	13,9%	9 317
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing										
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>										
Biological or Cultivated Assets										
<b>Intangible Assets</b>										
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software										
Applications										
Unspecified										
<b>Computer Equipment</b>										
Computer Equipment										
<b>Furniture and Office Equipment</b>										
Furniture and Office Equipment										
<b>Machinery and Equipment</b>										
Machinery and Equipment										
<b>Transport Assets</b>										
Transport Assets										
<b>Land</b>										
Land										
<b>Zoo's, Marine and Non-biological Animals</b>										
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on renewal of existing assets</b>	1	4 058	16 767	-	670	5 876	10 022	4 146	41,4%	16 767

EC142 Senqu - Supporting Table SC13c Monthly Budget Statement - expenditure on repairs and maintenance by asset class - M06 December

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<u>Repairs and maintenance expenditure by Asset Class/Sub-class</u>										
<u>Infrastructure</u>		2 992	3 802	-		2	2	301	10,8%	3 802
					413	476	777			
Roads Infrastructure		1 760	2 154	-	258	1 342	1 233	(110)	-8,9%	2 154
Roads		1 760	2 154	-	258	1 342	1 233	(110)	-8,9%	2 154
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		272	304	-	2	38	100	62	62,1%	304
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		272	304	-	2	38	100	62	62,1%	304
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		823	1 028	-	152	1 095	1 442	347	24,1%	1 028
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		266	434	-		110	84	(26)	-30,9%	434
					21					
LV Networks		538	594	-	131	986	1 359	373	27,5%	594
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		137	316	-	-	-	2	2	100,0%	316
Landfill Sites		35	92	-	-	-	2	2	100,0%	92
Waste Transfer Stations		103	224	-	-	-	-	-	-	224
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-

EC142 Senqu - Supporting Table SC13c Monthly Budget Statement - expenditure on repairs and maintenance by asset class - M06  
December (cont.)

Description	Ref	2018/19	Budget Year							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Community Assets</b>		1 572	2 305	-	141	552	1 116	564	50,5%	2 305
Community Facilities		1 434	2 117	-	130	536	1 092	556	50,9%	2 117
Halls		752	989	-	72	433	429	(4)	-0,9%	989
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-
Theatres		-	-	-	-	-	-	-	-	-
Libraries		-	4	-	-	-	-	-	-	4
Cemeteries/Crematoria		682	1 112	-	58	103	663	560	84,5%	1 112
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		-	11	-	-	-	-	-	-	11
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		138	188	-	10	17	24	8	32,2%	188
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		138	188	-	10	17	24	8	32,2%	188
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-



EC142 Senqu - Supporting Table SC13c Monthly Budget Statement- expenditure on repairs and maintenance by asset class - M06  
December (cont.)

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>									
<b>Other assets</b>		752	1 078	-	37	231	421	190	45,1%	1 078
Operational Buildings		752	1 078	-	37	231	421	190	45,1%	1 078
Municipal Offices		492	807	-	33	174	385	211	54,8%	807
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	-	-	-	-	-	-	-	-
Stores		260	271	-	4	57	36	(21)	-80,0%	271
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Water Rights		-	-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-	-
Computer Software and Applications		-	-	-	-	-	-	-	-	-
Load Settlement Software Applications		-	-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
<b>Furniture and Office Equipment</b>		495	535	-	4	58	211	153	72,4%	535
Furniture and Office Equipment		495	535	-	4	58	211	153	72,4%	535
<b>Machinery and Equipment</b>		1 119	1 458	-	9	31	156	125	80,2%	1 458
Machinery and Equipment		1 119	1 458	-	9	31	156	125	80,2%	1 458
<b>Transport Assets</b>		2 267	2 401	-	57	95	207	112	54,2%	2 401
Transport Assets		2 267	2 401	-	57	95	207	112	54,2%	2 401
<b>Land</b>		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>9 198</b>	<b>11 579</b>	<b>-</b>	<b>661</b>	<b>3 443</b>	<b>4 888</b>	<b>1 445</b>	<b>29,6%</b>	<b>11 579</b>

EC142 Senqu - Supporting Table SC13d Monthly Budget Statement - depreciation by asset class - M06 December

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
<b>Depreciation by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		10 676	11 509	-	5 611	5 611	5 755	144	2,5%	11 509
Roads Infrastructure		8 334	8 763	-	4 272	4 272	4 381	110	2,5%	8 763
Roads		8 334	8 763	-	4 272	4 272	4 381	110	2,5%	8 763
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		1 290	1 452	-	708	708	726	18	2,5%	1 452
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		1 290	1 452	-	708	708	726	18	2,5%	1 452
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		904	1 052	-	513	513	526	13	2,5%	1 052
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		690	803	-	392	392	402	10	2,5%	803
LV Networks		214	249	-	121	121	125	3	2,5%	249
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Wastewater Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		148	242	-	118	118	121	3	2,5%	242
Landfill Sites		148	242	-	118	118	121	3	2,5%	242
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-

EC142 Senqu - Supporting Table SC13d Monthly Budget Statement - depreciation by asset class - M06 December (cont.)

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
<b>R thousands</b>	<b>1</b>									
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure										
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure										
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure										
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
<b>Community Assets</b>		<b>1 410</b>	<b>2 235</b>		<b>1 090</b>	<b>1 090</b>	<b>1 117</b>	<b>28</b>	<b>2,5%</b>	<b>2 235</b>
Community Facilities		806	1 634		797	797	817	20	2,5%	1 634
Halls		285	603		294	294	302	8	2,5%	603
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria		460	526		256	256	263	7	2,5%	526
Police										
Parks										
Public Open Space		60	64		31	31	32	1	2,5%	64
Nature Reserves										
Public Ablution Facilities										
Taxi Ranks/Bus Terminals			441		215	215	221	6	2,5%	441
Capital Spares										

EC142 Senqu - Supporting Table SC13d Monthly Budget Statement - depreciation by asset class - M06 December (cont.)

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance	Full Year Forecast
<b>R thousands</b>	<b>1</b>								<b>%</b>	
Sport and Recreation Facilities		604	601	-	293	293	301	8	2,5%	601
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		604	601	-	293	293	301	8	2,5%	601
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
<b>Other assets</b>		607	858	-	362	362	429	67	15,5%	858
Operational Buildings		607	858	-	362	362	429	67	15,5%	858
Municipal Offices		607	743	-	362	362	371	9	2,5%	743
Pay/Enquiry Points		-	-	-	-	-	-	-	-	-
Building Plan Offices		-	-	-	-	-	-	-	-	-
Workshops		-	-	-	-	-	-	-	-	-
Yards		-	82	-	-	-	41	41	100,0%	82
Stores		-	32	-	-	-	16	16	100,0%	32
Laboratories		-	-	-	-	-	-	-	-	-
Training Centres		-	-	-	-	-	-	-	-	-
Manufacturing Plant		-	-	-	-	-	-	-	-	-
Depots		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Staff Housing		-	-	-	-	-	-	-	-	-
Social Housing		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-

EC142 Senqu - Supporting Table SC13d Monthly Budget Statement - depreciation by asset class - M06 December (cont.)

Description	Ref	2018/19	Budget Year 2019/20						
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	Full Year Forecast
R thousands	1							%	
<b>Intangible Assets</b>		102	122	-	59	59	61	2	122
Servitudes		-	-	-	-	-	-	-	-
Licences and Rights		102	122	-	59	59	61	2	122
Water Rights		-	-	-	-	-	-	-	-
Effluent Licenses		-	-	-	-	-	-	-	-
Solid Waste Licenses		-	-	-	-	-	-	-	-
Computer Software and Applications		102	122	-	59	59	61	2	122
Load Settlement Software Applications		-	-	-	-	-	-	-	-
Unspecified		-	-	-	-	-	-	-	-
<b>Computer Equipment</b>		816	863	-	421	421	432	10	863
Computer Equipment		816	863	-	421	421	432	10	863
<b>Furniture and Office Equipment</b>		921	863	-	421	421	431	11	863
Furniture and Office Equipment		921	863	-	421	421	431	11	863
<b>Machinery and Equipment</b>		2 663	2 379	-	1 215	1 215	1 189	(26)	2 379
Machinery and Equipment		2 663	2 379	-	1 215	1 215	1 189	(26)	2 379
<b>Transport Assets</b>		1 670	2 230	-	1 087	1 087	1 115	28	2 230
Transport Assets		1 670	2 230	-	1 087	1 087	1 115	28	2 230
<b>Land</b>		-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-
<b>Total Depreciation</b>	1	18 865	21 058	-	10 266	10 266	10 529	263	21 058

EC142 Senqu - Supporting Table SC13e Monthly Budget Statement - capital expenditure on upgrading of existing assets by asset class - M06 December

Description	R ef	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Capital expenditure on upgrading of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		11 317	14 494	-	1 965	8 027	13 589	5 562	40,9%	14 494
Roads Infrastructure			500							500
Roads			500							500
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure										
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure										
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure		11 317	13 994		1 965	8 027	13 589	5 562	40,9%	13 994
Landfill Sites		11 317	13 994		1 965	8 027	13 589	5 562	40,9%	13 994
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										

EC142 Senqu - Supporting Table SC13e Monthly Budget Statement - capital expenditure on upgrading of existing assets by asset class - M06 December (cont.)

Description	R ef	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YD actual	YTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Community Assets</b>		-	150	-	-	-	-	-	-	150
Community Facilities		-	150	-	-	-	-	-	-	150
Halls		-	150	-	-	-	-	-	-	150
Centres		-	-	-	-	-	-	-	-	-
Crèches		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-
Museums		-	-	-	-	-	-	-	-	-
Galleries		-	-	-	-	-	-	-	-	-
Theatres		-	-	-	-	-	-	-	-	-
Libraries		-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria		-	-	-	-	-	-	-	-	-
Police		-	-	-	-	-	-	-	-	-
Parks		-	-	-	-	-	-	-	-	-
Public Open Space		-	-	-	-	-	-	-	-	-
Nature Reserves		-	-	-	-	-	-	-	-	-
Public Ablution Facilities		-	-	-	-	-	-	-	-	-
Markets		-	-	-	-	-	-	-	-	-
Stalls		-	-	-	-	-	-	-	-	-
Abattoirs		-	-	-	-	-	-	-	-	-
Airports		-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Indoor Facilities		-	-	-	-	-	-	-	-	-
Outdoor Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>		-	-	-	-	-	-	-	-	-
Monuments		-	-	-	-	-	-	-	-	-
Historic Buildings		-	-	-	-	-	-	-	-	-
Works of Art		-	-	-	-	-	-	-	-	-
Conservation Areas		-	-	-	-	-	-	-	-	-
Other Heritage		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Improved Property		-	-	-	-	-	-	-	-	-
Unimproved Property		-	-	-	-	-	-	-	-	-

EC142 Senqu - Supporting Table SC13e Monthly Budget Statement - capital expenditure on upgrading of existing assets by asset class - M06 December (cont.)

Description	R ef	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YTD actual	Y TD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
<b>Other assets</b>		-	784	-	-	-	588	588	100,0%	784
Operational Buildings			784				588	588	100,0%	784
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores			784				588	588	100,0%	784
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing										
Staff Housing										
Social Housing										
Capital Spares										
<b>Biological or Cultivated Assets</b>										
Biological or Cultivated Assets										
<b>Intangible Assets</b>										
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Local Settlement Software Applications										
Unspecified										
<b>Computer Equipment</b>										
Computer Equipment										
<b>Furniture and Office Equipment</b>										
Furniture and Office Equipment										
<b>Machinery and Equipment</b>										
Machinery and Equipment										
<b>Transport Assets</b>										
Transport Assets										
<b>Land</b>										
Land										
<b>Zoo's, Marine and Non-biological Animals</b>										
Zoo's, Marine and Non-biological Animals										
<b>Total Capital Expenditure on upgrading of existing assets</b>	1	11 317	15 428	-	1 965	8 027	14 177	6 150	43,4%	15 428



**SERVICE PROVIDERS/CONTRACTOR /VENDORS MID  
YEAR PERFORMANCE REPORTING 1 July 2019 until 31  
December 2019**



**SERVICE PROVIDERS/CONTRACTOR /VENDORS PERFORMANCE MANAGEMENT AND REPORTING 1 July 2019 until 31 December 2019**

Service provider means a person or institution or any combination of persons and institutions which provide a municipal service

- External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality
- Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

The purpose of this section is to provide reporting information related to the performance of external service providers at year.

**MEMBERS OF THE ADJUDICATION COMMITTEE**

BID Committee Members during 2019/2020		
Bid Specification Committee Members	Bid Evaluation Committee Members	Bid Adjudication Committee Members
M. Ramaru (Chairperson)	B. Viedge (Chairperson)	K. Fourle (Chairperson)
A. Gushmani	Z. Ngcuka M. Xorile (SCM Officials)	N. Sbukwana N. Makaba (SCM Official)
M. Theron	T. Van Zyl	P. Bushula
Z. Ngcuka Z. Ndamase M. Xorile (SCM Officials)	Z. Koyana	T. Wonga
N. Languza-Mtwebana (Secretary-SCM)	N. Languza-Mtwebana (Secretary-SCM)	L. Gologolo
		R. Crozier
+ End user department Member	+ End user department member	

**SUPPLY CHAIN MANAGEMENT STATISTICS July 2019 to December 2019**

Tenders awarded	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	Total
	13	8	21

Meetings held	1st Quarter	2nd Quarter	Total
Bid Adjudication	4	4	8
Bid Specification	3	6	9
Bid Evaluation	4	5	9
Document Committee	0	0	0
Oversight Committee	0	0	0
Average time taken from tender advertisement to award of tender: <b>1 Month 2 Weeks</b>			

## **SUPPLY CHAIN MANAGEMENT: VENDOR PERFORMANCE REPORTING**

All directorates who are required to manage service providers/contractors/ vendors, are required to provide detailed reporting on the manner in which these service providers/contractors/ vendors undertake this task. In doing so, reporting is required to reflect on progress related to any project /contract awarded within their Directorates. Reporting is required to include an assessment and rating in respect of actual progress and performance achieved and this is consolidated by the Supply Chain Division (who requires this in order to sanction and justify the payment of service providers/contractors/ vendors).

### **SCM: FOCUS AREAS FOR IMPROVEMENTS (1<sup>st</sup> QUARTER AND QUARTER 2 OF THE FINANCIAL YEAR 2019/2020)**

Based on the assessment of SCM performance in relation to performance assessment targets and progress results, the following focus areas for improvement have been identified:

- Vendors' registration on the Supply Chain Management data base are required to be checked prior to the issue of an order /order number in order to avoid delays.
- All vendors tax matters and BBB - EE certificates are required to be in order and current. Service providers who have been awarded multi-year contracts are required to submit these annually to the SCM division.
- Vendors' Tax Clearance Certificates must be verified by SCM (for authenticity) prior to the issuing of an order or payment. This is required in order to eliminate audit implications and queries.
- Vendors' assessment / evaluation forms must be completed in detail and according to procedure /policy prescripts in order to allow for a qualitative overall assessment of the vendor/service provider / suppliers' value in respect service delivery.
- All vendors invoices that are submitted to the creditor's office must have a signed vendor's assessment /evaluation form; and
- The evaluation forms must be completed in full and submitted in time for accurate monitoring and reporting

### **NEW AND UPDATED VENDORS (1<sup>st</sup> QUARTER AND QUARTER 2 OF THE FINANCIAL YEAR 2019/2020)**

The total number of new and updated vendors for the 1<sup>st</sup> quarter of the 2019/2020 financial year was 67 and in the 2<sup>nd</sup> quarter the number was 82.

## **TAX CLEARANCE VENDORS**

Tax clearance updates were completed during Quarters 1 and 2.

The SCM Unit on a regular basis (monthly and quarterly) check to ensure that Vendors are registered on the Senqu Municipal Data Base and on the National Treasury Central Data base. Additionally, Vendor's Tax compliance and BBBEE status are checked and verified. Vendors are not restricted to update their information and status"

# MUNICIPAL INFRASTRUCTURE/CAPITAL PROJECTS AND SERVICE PROVIDER PERFORMANCE REPORT

Fully Achieved/Project Milestones / Targets Met – Excellent performance	4
Project Milestones / Targets Met with a Variance – Good Achievement	3
Project Milestones / Target Not yet met/not fully achieved	2
Project Milestones / Targets Not achieved	1
Projects not assessed (New projects commenced after December 2017)	Not assessed - new projects

Note: The purpose of this section is to provide information relating to the performance of external service providers. Only services rendered for an amount more than R 200 000 are listed.

## INFRASTRUCTURE/CAPITAL PROJECTS as at 31 December 2019

Bid number	Description of Services	End User/Project Manager	Contractor/Service Provider	Amount	Extension/Variation	Current Status / progress problems with project/ milestones Targets	Overall Performance
73/2017-2018	DoE (INEP) various wards	Director Technical Services	DFR Engineers	R 1 740 423.03	R317 973.97	Electrification of various wards	3
111/2017-2018	Design, documentation & site supervision for construction of 6km of Paved Roads with storm-water control Boysi Nondala in Ward 16	Director Technical Services	Afroteam Consulting Engineers	R 462 831.26	None	Work has been suspended on the 24 December 2019.	4

INFRASTRUCTURE/CAPITAL PROJECTS as at 31 December 2019 (cont.)

Bid number	Description of Services	End User/Project Manager	Contractor/Service Provider	Amount	Extension/Variation	Current Status / progress problems with project/milestones Targets	Overall Performance
03/2017-2018	Upgrading of Lady Grey solid waste: Ward 14	Director Community Services - PMU	RT Civils	R 5 638 425,18	None	Project halted; contract terminated but the contractor is disputing.	1
38/2017-2018	Design, documentation & site supervision for construction of Gravel Roads - Esilindini to Frans (Ward12)	Director Technical Services	Skyhigh Consulting Engineers	R 405 000,00	None	Construction	4
39/2017-2018	Development of new solid waste site for Sterkspruit (V8) EIA & Engineer appointment	Director Community Services - PMU	Ages Consultants	R 772 839,84	None	EIA Application	3
40/2017-2018	Design, documentation & site supervision for construction of 6kms access roads with 1.5 storm water control in Ward 1	Director Technical Services	Nemorango Consulting Projects	R 437 575,00	None	Practical Completion	4

INFRASTRUCTURE/CAPITAL PROJECTS as at 31 December 2019 (cont.)

Bid number	Description of Services	User/Project Manager	Contractor/Service Provider	Amount	Extension/ Variation	Current Status / progress problems with project/milestones Targets	Overall Performance
41/2017-2018	Design, documentation & site supervision for construction of 6kms access roads with 1.5 storm water control in Ward 2	Director Technical Services	Nemorango Consulting Projects	R 425 787.50	None	Under design	2
110/2017-2018	Design, documentation and site supervision of renovation of Kwezi Naledi Node	Director Technical Services	Afroteam Consulting Engineers	R 376 412.43	None	Construction	1
81/2017-2018	Design, documentation, project supervision for the construction of Barkly East Cemetery Ward 16	Director Community Services - PMU	Rhodium Consulting JV Thuso Development	R 525 827.81	None	RoD has been received and project is ready to go to construction.	4



INFRASTRUCTURE/CAPITAL PROJECTS as at 31 December 2019 (cont.)

Bid number	Description of Services	End User/Project Manager	Contractor/Service Provider	Amount	Extension/ Variation	Current Status / progress problems with project/milestones Targets	Overall Performance
16/9/2018-2019	Gravel roads and stormwater control in Ward 1 (Walaza, Thozama, Bikizana and Magudulela)	Director Technical Services	Naniswa Trading	R 5 383 198.88	None	Practical Completion	4
16/8/2018-2019	Roads Esilindini & Frans	Director Technical Services	Group YWO	R 5 888 209.41	None	Construction	4
10/9/2018-2019	Upgrading of 2 <sup>nd</sup> floor Old Age Home and all Infrastructure repairs in Lady Grey municipal building	Director Technical Services	Odwa and Solie Trading Enterprise	R 15 033 664.80	R111 067.00	Construction	4
7/9/2017-2018	Construction of bus route in Boyce Nondala township, Barkly East Ward 19	Director Technical Services	New Elite/WDR Joint Venture	R 29 174 591.50	None	Work has been suspended on the 24 December 2019.	4
30/2018-2019	Renovation of Kwezi Naledi Node	Director Technical Services	Mnadi Civils JV C.U.A Holdings (Pty) Ltd	R 906 686.45	None	Construction	1

CONSOLIDATED SERVICE PROVIDER BIDS AWARDED FOR THE PERIOD - Period July 2019 to 31 December 2019

Bid No.	Project Name	Service Provider	Tender Value	Contract period /type of contract	Level of Service/s & Contract	Variance / Reason for Variance	Remedial Action and timeframes to correct variance	Overall Performance
30/2018-2019	Renovation of Kwezi Naledi Node	Mnadi Civils JV C.U.A Holdings (Pty) Ltd	R906 686.45	Construction	Yes	Behind work programme.	Contractor to work over the weekends and closely monitoring of contractors cashflow.	1
43/2018-2019	Purchase and Delivery of Consumables	Mokhejane Trading Enterprise	Tender Rates	1 year	SLA Required	No variance	None	4
44/2018-2019	Tools and Equipment	Amended Recline & Projects	Tender Rates	3 years	SLA Required	No variance	None	3
55/2018-2019	Purchase and Delivery of Cold Mix Asphalt	Ebusha Trading (Pty) Ltd	Tender Rates	3 year	SLA Required	No variance	None	4
58/2018-2019	Provision of VPN Line Rental for 3 years	Breedenet	R486 228.00	3 years	SLA Required	No variance	None	3
61/2018-2019	Refurbishment of Transformers	Free State Transformers (Pty) Ltd	R3 331 442.82	3 years	SLA Required	No variance	None	4

CONSOLIDATED SERVICE PROVIDER BIDS AWARDED FOR THE PERIOD - Period July 2019 to 31 December 2019 (Cont.)

Bid No.	Project Name	Service Provider	Tender Value	Contract period /type of contract	Level of Services & Contract	Variance / Reason for Variance	Remedial Action and timeframes to correct variance	Overall Performance
64/2018-2019	Short-term insurance	Lateral Unisom	R 1 251 597.00	1 year	SLA Required	No variance	None	4
69/2018-2019	Splicing of Fibre	Simply I.T Accounting Solutions	R58 920.25	Once-off appointment	Yes	None	None	N/A – There is no payment Not assessed
71/2018-2019	Network Security	NCC Network & Computing Consultants	R407 836.00	3 years	SLA Required	None	None	N/A – There is no payment Not assessed
Transversal Tender	Roller RT57-09-04-01	BZ Solutions Africa (Pty) Ltd	R1 103 127.08	Once-off purchase	yes	None	None	3
56/2019-2020	HR Management Support	Mink-Line Consulting	Tender Rates	3 years	SLA Required	No variance	None	N/A – There is no payment Not assessed
63/2019-2020	Supply and Delivery of Paraffin and Candles	Izwe Lakowethu Trading	Tender Rates	3 years	SLA Required	No variance	None	3
90/2019-2020	Purchase and Delivery of Black Refuse Bags	Lethululo Trading Enterprise	Tender Rates	1 year	SLA Required	No variance	None	N/A – There is no payment Not assessed

**CONSOLIDATED SERVICE PROVIDER BIDS AWARDED FOR THE PERIOD - Period July 2019 to 31 December 2019 (Cont.)**

Bid No.	Project Name	Service Provider	Tender Value	Contract period /type of contract Type of contract	Level of Services & Contract	Variance / Reason for Variance	Remedial Action and timeframes to correct variance	Overall Performance
89/2019-2020	Purchase and Delivery of IT Equipment	Keens Office Equipment	R762 536.00	Once-off, purchase and delivery	Yes	No variance	None	N/A – There is no payment Not assessed
92/2019-2020	Calibration and Maintenance Weigh-pad and Weighbridge	OPTO East-coast (Pty) Ltd	Tender Rates	3 years	SLA Required	No variance	None	N/A – There is no payment Not assessed
100/2019-2020	Senqu Municipality Housing Sector Plan	Umhlaba Consulting Group (Pty) Ltd	R275 896.50	Once-off service	Yes	No variance	None	N/A – There is no payment Not assessed
101/2019-2020	BE Local Spatial Development	Iizwe Town and Regional Planners	R207 000.00	6 months	SLA Required	No variance	None	N/A – There is no payment Not assessed
119/2019-2020	Purchase and Delivery of Soccer Poles	Izwe Lakowethu	R208 600.00	Once-off, purchase and delivery	Yes	No variance	None	N/A – There is no payment Not assessed
120/2019-2020	Purchase and Delivery of Weed Eaters	Best OXYL (Pty) Ltd	R108 095.00	Once-off, purchase and delivery	Yes	No variance	None	N/A – There is no payment Not assessed
135/2019-2020	Provision for Competency Assessments	Work Dynamics (Pty) Ltd	R7 287.37 per Candidate	Once-off service	Yes	No variance	None	N/A – There is no payment Not assessed

**VENDOR PERFORMANCE FOR THE PERIOD 1 July 2019 to 31 December 2019: Quarter 1 and Quarter 2**

Fully Achieved/Project Milestones / Targets Met – Excellent performance	4
Project Milestones / Targets Met with a Variance – Good Achievement	3
Project Milestones / Target Not yet met/not fully achieved	2
Project Milestones / Targets Not achieved	1
Projects not assessed (New projects commenced after December 2017)	Not assessed - new project/s

**ASSESSMENT RESULTS: 1 July 2019 to 31 December 2019: Quarter 1 and Quarter 2**

NO. OF PROJECTS - As provided	POOR Not achieved	FAIR Not yet met/not fully achieved	GOOD Targets Met Variance – as a result circumstance overall - Good Achievement	EXCELLENT Fully Achieved/Targets Met – Excellent performance	Not assessed – not recorded and or new project/s
34	4	1	6	12	11
* As listed in above tables – Senqu LM Tenders	11.76% Poor	2.94% Fair	17.64% Good	35.29% Excellent	32.32%

**SNAPSHOT NARRATIVE THAT SUMMARIZES AND HIGHLIGHTS PERFORMANCE ISSUES/ACHIEVEMENTS AND CHALLENGES EXPERIENCED DURING THE MID REPORTING PERIOD WHILE ATTEMPTING TO ACHIEVING REQUIRED TARGETS.**



## BACKGROUND

As prescribed in terms of s72 of the Municipal Finance Management Act, Act 56, no. 6 of 2003, Chapter 8, it is incumbent upon the Accounting Officer of a municipality to submit a mid-year performance assessment report to the Mayor annually, by 25 January and tabled to Council by 31 January 2020.

Reporting on performance covers the period 1 July 2019 – 31 December 2019. Reporting examines the actual performance achieved against the pre-determined targets and is reflected within each Key Performance Area (KPA). To place performance management into perspective, the development of performance objectives and targets occurs within a specific context, which will be detailed further.

The IDP is used to develop the strategic direction of the organisation (reflected as a 5-year strategic plan). This is operationalized into the IDP objectives, which are then translated into the organizational strategic objectives and targets (reviewed annually). In order to ensure that these objectives are met they are translated into the organisation's SDBIP (Service Delivery and Budget Implementation Plan). The SDBIP represents the consolidated operational plans for each directorate which are in turn aligned to both the Budget and IDP. Performance scorecards are developed from these and are aligned in order to facilitate the achievement of operational goals and objectives. In this manner it is ensured that realistic objectives are set that take into account the organisational structure and related resources (budget and other).

It must be noted that in all aspects of this report, claims of performance will be backed by supporting evidence (contained within portfolios of evidence). This facilitates all processes relating to verification and auditing. When analysing performance, it must be noted that in situations where performance targets have not been achieved, and/or it is clear that should the status quo remain, that these targets will not be achieved by the target date, then appropriate remedial action is required to be taken in order to rectify this situation and to facilitate required progress. Conducting assessments in this manner will ultimately facilitate the achievement of targets overall.

This report will assess performance using a combination of financial and other performance reporting techniques. When evaluating institutional performance (which is logically also dependent on individual performance within said Directorates), performance is measured according to the following Key Performance Areas (KPA's) that also mirror the national Key Performance Indicators as reflected within the Municipal Planning and Performance Regulations (2006).

### These KPA's are reflected as

KPA 1:	Basic Service Delivery
KPA 2:	Local Economic Development
KPA 3:	Municipal Financial Management and Viability
KPA 4:	Municipal Transformation and Institutional Development
KPA 5:	Good Governance and Public Participation

This report examines the extent to which the KPA's have been **collectively met**.

This report will begin with a **snapshot narrative** that summarizes and highlights some performance **issues/achievements and challenges** experienced while attempting to achieving required targets.

These discussions centre around the Key Performance Areas (KPA's) as specified. The consolidated discussions for each KPA will then be followed by the actual S72 report, which provides extensive and required detail regarding each and every performance target – detailing actual performance achieved as against required performance targets. **This is reflected in the attached Annexure A, S72 Performance report (SDBIP Institutional Targets for the period July 2019 until 31 December 2019 - Targets housed in QUARTER 1 and in QUARTER 2).**

A consolidated and overall assessment of the Organizational Institutional / KPI's levels will follow and the entire report will provide a consolidated report tabling the following required detail:

- Where required targets were fully achieved and even exceeded;
- Where targets were met and/or are in progress;
- The number of targets that have not been met;
- The number of targets not met, and the variances associated with these same targets;
- The number of areas where there was no reporting, or areas which are not applicable at mid-year assessment and therefore do not form part of the midyear assessment;
- The targets to be reviewed/revised, and
- The overall percentages of where the targets were achieved as summarized within each KPA area.

In this manner the areas of strength and those requiring attention will be clearly detailed.

**Noted: Targets are accumulative – notwithstanding variances in quarters in respect of milestones the overall result/s at quarter 4 can lead to targets being met and or overachieved /exceeded.**



## PERFORMANCE ASSESSMENT REPORTING

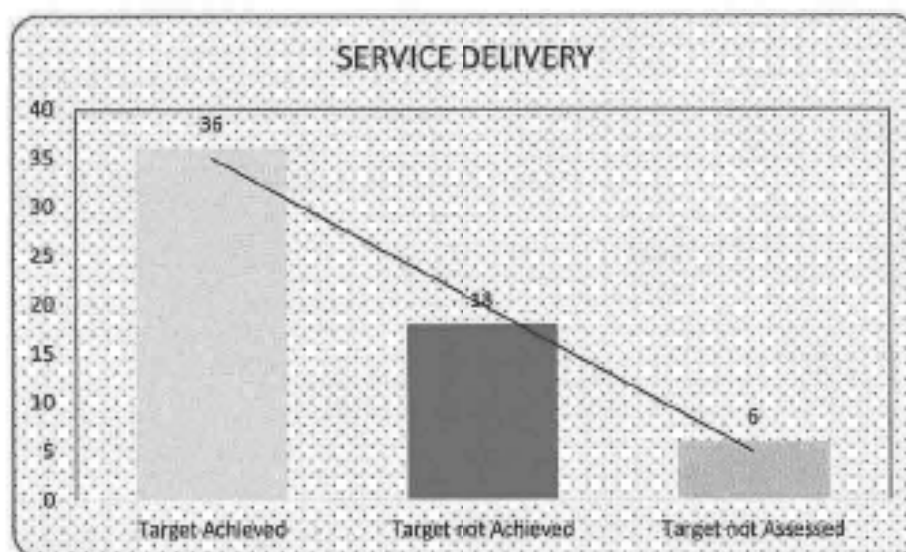
### KEY PERFORMANCE AREAS

#### KPA 1: BASIC SERVICE DELIVERY

Within this KPA many achievements have been made despite ongoing challenges relating to funding, ageing /outdated infrastructure, skills shortages and challenges of a geographical nature. Some and achievements and challenges will be highlighted within the programme areas as follows:

(Extensive and required detail is reflected in the attached Annexure A

KPA	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 - 2)	% of KPI's Not Achieved	Number of KPI's Not applicable to in Quarter 1 and in Quarter 2 and KPI's on Hold and Not Assessed/ not rated	Percentage of KPI's on Hold and Not Assessed
Service Delivery	60	36	60.00	18	30.00	6	10.00



#### 1.1 Traffic BSD01

##### BSD01-01 - Vehicles Registered

- Target/s were met in both quarters
- In quarter 1: A total of 178 vehicles were registered.
- In quarter 2: 317 vehicles were registered

- Monthly reports were submitted to the Finance Standing committee
- The reporting received from Directorates requires to be more structured, accurate and of a qualitative nature – statistics and figures are required to be consolidated
- Moving forward baseline information needs to be assessed so too information from various reporting periods especially against prior year targets and achievements so as to determine how to structure realistic monthly / quarterly targets. The targets must be reasonable in light of the benchmarking information gathered and there must be a balance between challenging and realistic. The division must consider "stretch" targets (which require significant effort to achieve) and are intended to "raise the performance or to keep it as consistent as possible (related to revenue) The level of the Target set will need to consider the human capital skill availability, knowledge, and resources required to meet these targets.
- Consistency in reporting the breakdown of targets to be provided and the overall consolidation of said statistics to be provided for the specific reporting period/s.

#### **BSD01-02 - Licensed Vehicles**

- Target/s were met in both quarters
- Monthly reports were submitted to the Finance Standing committee
- In quarter 1: 3072 vehicles were licensed
- In quarter 2: 4719 vehicles were licensed
- Consistency in reporting the breakdown of targets to be provided and the overall consolidation of said statistics to be provided for the specific reporting period/s.

#### **BSD01-03 - People tested on Learners Licence**

- Target/s were met in both quarters
- Monthly reports were submitted to the Finance Standing committee
- In quarter 1: A total of 193 learners were tested for learners' licence
- In quarter 2: A total of 161 learners were tested for learners' licence
- An assessment /evaluation on baseline information from various reporting periods especially against prior year targets and achievements must be carried so as to determine how to structure realistic monthly / quarterly targets. The targets must be reasonable in light of the benchmarking information gathered and there must be a balance between challenging and realistic. The division must consider "stretch" targets (which require significant effort to achieve) and are intended to "raise the performance or to keep it as consistent as possible (related to revenue) The level of the Target set will need to consider the human capital skill availability, knowledge, and resources required to meet these targets.
- Consistency in reporting the breakdown of targets to be provided and the overall consolidation of said statistics to be provided for the specific reporting period/s.

#### **BSD01-04 - People tested on Drivers Licence**

- Target/s were met in both quarters
- Monthly reports were submitted to the Finance Standing committee
- In quarter 1 A total of 916 learners were tested for drivers' licence
- In quarter 2: A total of 808 learners were tested for drivers

- Targets to be based on reliable information - done through an assessment /evaluation on baseline information from various reporting periods especially against prior year targets and achievements must be carried so as to determine how to structure realistic monthly / quarterly targets. The targets must be reasonable in light of the benchmarking information gathered and there must be a balance between challenging and realistic.
- Consistency in reporting the breakdown of targets to be provided and the overall consolidation of said statistics to be provided for the specific reporting period/s.

#### **BSD01-05 - Vehicles tested for Roadworthiness in Barkly East Testing Station**

- Target/s were met in both quarters (notwithstanding challenges)
- Monthly reports were submitted to the Finance Standing committee
- In quarter 1: For roadworthy to be functional a camera is required to be procured - one quotation has been procured two additional quotations are in the process of being procured. A deviation will be requested if not procured.
- In Quarter 2: There were no vehicles tested for roadworthy in the month of October, November and December.
- To improve performance traffic officers should be capacitated to operate all machines, request for IT equipment budget, comply with NRTA.

#### **Challenges**

- Capacity challenges - no dedicated responsible incumbent for the Road Worthy testing division.
- The roadworthy station is further not compliant (do not meet the necessary requirements as per NRTA (National Road Traffic Act) to test vehicles). Resulting in vehicles not being tested for Roadworthiness
- Resources shortages – in terms of equipment (digital camera) required to capture the evidence of tests.
- Community protest that flare up lasting at least 2 weeks.
- Traffic officers should be capacitated to operate all machines, request for IT equipment budget, comply with NRTA.
- Demand driven target and are often hampered by outside parties /3<sup>rd</sup> parties
- there were still challenges experienced in Sterkspruit with the building and its level of compliance with Provincial standards (as per the Department of Roads and Transport);
- Delays in By-Laws makes it difficult for the traffic section to perform peace officer duties on behalf of the municipality, leaving the municipality with no choice but to rely on SAPS, a matter which sometimes not assisting.
- Traffic officers only work during working hours thus meaning, offences committed after hours are not monitored and this is due to financial constraints associated with employees working overtime.

#### **BSD01-06 - Road Offense Tickets issued**

- Target/s were met in both quarters
- Monthly reports were submitted to the Finance Standing committee
- In Quarter 1: A total of 76 road offense tickets were issued for the quarter.
- In Quarter 2: A total of 115 road offense tickets were issued for the quarter.

The division requires to be managed and monitored more effectively, staff to be “performance managed” and disciplinary action to be taken against staff who fail to perform. A monthly audit of fine books to occur - should this continue it will and has resulted in loss of revenue for the Municipality.

#### **BSD01-07 - Construction of a DLTC in Sterkspruit**

- Targets were not met / achieved in both quarters
- The Preliminary Designs were not achieved, the project was advertised, however, it was rejected by the adjudication committee sighting that specification were not clear enough.
- Project specification referred back to the specification committee in January 2020 to review the initial submission.
- The target milestones are required to be reviewed mid-year - as the target milestones will not be realized this due to re tender processes. This could result in under expenditure.
- Proper Planning plays a critical role when establishing targets - specifically if they linked to timeframes and a budget and there is reliance on third parties in terms of approval.
- The division will require to manage and monitor processes of identified projects in terms of planned timeframes more carefully considering the associated challenges and risks that arise.

#### **1.2 Roads, Bridges and Transport Infrastructure - BSD02**

##### **BSD 02-01 - Maintenance of Roads in Identified Wards as per the Council Approved Maintenance Schedule**

###### Progress

- **In quarter 1** -The Target was Not Met / Achieved
- Roads Maintenance
- Ward: 9 - 4,99 km
- Ward: 17 - 7,34 km
- Ward 10: 13,14 km,
- Ward 12: 5,07 km,
- **In quarter 2:** The target was deemed to be Exceeded
- Roads Maintenance.
- Ward 13 -20080 km. Exceeded by 17080 km.
- Ward 14 – 3160 km Exceeded by 160 km,
- Ward 15 – 10260 km Exceeded by 726 km.
- Ward 11 planned for quarter 1 was completed in quarter 2 Total -19 660 an additional 11 1673 km was done the Grand Total: 21 333
- In quarter 1: No Road maintenance was done in Ward 6 and Ward 11. Attributed to Political interference from Ward councillors across wards. Deviations from allocated maintenance plan/s. Mayor approved the informal deviation/s to allow for maintenance team/s to remain longer in specific ward i.e. ward 8. Deviation from the maintenance plan has a cascading effect on all other allocated targets / maintenance plans and associated time frames of the Roads Maintenance Plan. Further challenges encountered was an additional ward being added onto Maintenance plan i.e. Ward 10 after approval of the Maintenance plan this resulted in Ward 11 not being

completed in time. Ward 6 was done in the previous financial year (noted - through an approved deviation).

- Storm Water Cleaned, during quarter 1: Ward 16: 1538 m and Ward 8: 16,29 m, no reporting provided for cleaning of stormwater during quarter 2.
- In quarter 1: Ward 8: 270 Potholes were repaired.
- By Quarter 2 - Potholes Repaired: Ward 8: 270, Ward 10: 300, Ward 14: 10 potholes, Ward 16: 1132 Potholes (Asphalt & Gravel) - Total Potholes: repaired by quarter 2 was 1712 potholes. The potholes are as a result of poor road surface and the rain that caused more potholes to occur.
- Deviations must be reported and formally recorded to compliance. A deviation report must be tabled through top management to council. Amendments to SDBIP targets must occur formally at mid-year so as to evidence changes to avoid future audit queries from Internal Audit division and Auditor General. Councillors are to avoid political interference in making informal deviations to approved plans - Councillors to be workshopped on what is identified as critical vs not critical and, on the risks, /consequences associated with making informal deviations to approved plan/s. Manager of this division is required to ensure that planned and approved targets are met and adhered to and that any deviation is formalized notwithstanding political pressure.
- Roads Maintenance planning must become part of strategic planning and SDBIP processes and occur in quarter 3 and not quarter 4 annually. In the absence of a Master Plan Road Maintenance can often be "reactive maintenance" - performed as a reaction to a specific distress at the time (neglected Roads cost more money to repair than if they have been maintained as planned). There ongoing challenges as planned to be performed on roads that show signs of deterioration, can in most cases be considered wasted effort as the severely distressed Roads will experience ongoing challenges.
- Reporting needs to be more structured to statistics and be structured and be consolidated per category to target milestones (precise km or meters to be provided and consolidated per category i.e. roads maintenance, potholes and stormwater).

**BSD 02-02 - Construction of 6 km paved Road with stormwater control (Phase 1) Boyisi Nondala.**

- In quarter 1: Target Exceeded. Paved Roads 2.32 kms completed 0,32 km more than the planned target. Stormwater channel in 1,86 km more than the planned target was achieved
- In quarter 2: Target not Met; 1,32 km was done during the quarter. Variance of 0,68 km
- In Quarter 1: Target/s Exceeded with a variance of 0,32 km for road paving and 1,86 km stormwater channel/s.
- In Quarter 2: Target not Met with a variance of 0,68 km less done for the quarter. The variance in Q1 was as a result of a week and half of work stoppages due to local SMME's grievances.
- More formal control in the appointment of SMME's to be exercised. Formal Agreement must be entered into at the outset of the projects - prior to work being carried out (parties are to be aware of all the conditions associated with the work) so as to prevent a crisis situation /labour unrest and work stoppages and the like.



**BSD 02-03 - Construction of 6 kms access road with 1,5 storm water control Ward 1 by June 2019**

- In quarter 1: Target Exceeded. Work completed as per the target. 5.23 kms of gravel road completed. 2,23 km more that the planned target was achieved
- In Quarter 1: Target exceeded with 2,23 km more that the planned target was achieved. The weather conditions were favourable, and the contractor dedicated most of his resources at the beginning of the contract.
- In quarter 2: Target Met. 3km of gravel roads with 1,5 storm-water control in Ward 1 was achieved. Practical completion granted on 12 December 2019.

**BSD 02-04 - Construction of 6 kms access road with storm water control Ward 2 by June 2020**

- In quarter 1: Target not Met. The tender document has been amended/ revised to be in line with the budget, which has 6 kms instead of 7.01 kms as registered with MIG.
- Quarter 1: Contractor not yet appointed. Project was rejected at the adjudication, as result of the difference in kilometres on the tender document and on the approved budget.
- \*Quarter 2: Tender document name will be changed to align to the project name on the budget. Project awaiting budget adjustment to align project name to the budget.
- In quarter 2: Target not met; Contractor not yet appointed. Project had a variance in names on between the Tender document, Budget and the SDBIP and the kilometres to be constructed.
- This will be resolved through implementation of Proper planning and communication between the project owners and the Budget division - to ensure that in the initial stages all the planned project requirements and the correct project descriptions ties up with the correct budget descriptions.

**BSD 02-05 - Construction of 6 kms of a New Gravel Road with 1,5 of stormwater channels between Esilindini and Frans by 30 June 2019**

- In quarter 1: Target Exceeded. Work completed as per the target, 4.68 kms was achieved, 2,68 km more than the planned target.
- In quarter 2: Target not Met; 0,9 km was done during the quarter. Variance of 1,1 km less than the planned target. a Variance of 1,1 km less done than planned target. The variance in Quarter 2 was attributed to Roads being identified by the community which had to be surveyed before they could be constructed which led to the target not being achieved as planned
- In the initial stages of needs analysis/ consultation and planning an audit of the road infrastructure should be available to identify issues of survey and the like that need to occur prior to a project being undertaken.
- Planning processes and development of targets must take into account the availability of Budget.

**BSD 02-06 - Construction of 5,5 kms paved road and stormwater channels in Tienbank Ward 10 by 30 June 2018**

- In quarter 1: Target not Met. The project was not advertised as planned, as result a contractor could not be appointed. It was planned to refer the project back to the specification committee in October 2019.
- In quarter 2 Target not Met. Project was rejected by specification committee. The indication was that, projects should, from now on, have a GAP analysis before advertising and appointing Consulting Engineers.

- Pro - actively find ways to manage and negate this type of potential risk that is presented when there are identified projects and reliance on third parties.

#### **BSD 02-07 - Construction of 6 km access road with storm water control Ward 7 by June 2020**

No target planned for quarter 1 and quarter 2

#### **BSD 02-08 - Paving of streets and Stormwater control in New rest Ward 8 (6 Km) by June 2022**

No target planned for quarter 1 and quarter 2

#### **BSD 02-09 - Construction of 180 accesses to properties in Tienbank**

- In quarter 1: Target not Met. Construction not yet commenced, non-responsive bidders. Project referred back to specification in the Second quarter for re-advert.
- In quarter 2: Target not Met. The BSC rejected the specifications due to Insufficient information for the project to be advertised. Project will be taken to back Bid specification during the 3rd quarter.
- Proper project planning needs to occur. Supply Chain Management training is required (this includes all the tender committees established and all staff involved with project implementation and management).

### **1.3 Indoor Recreational Community Facilities BSD03**

#### **BSD03-01 - Renovate Barkly East Town Hall by 30 June 2020.**

- In quarter 1: Target not Met. Project was advertised in the 4th Quarter of 2018/2019 FY and due to be evaluated in the 1st Quarter of 2019/2020. However, the project was never adjudicated and as such the tender Validity period lapsed.
- In quarter 2: Target not met; project was approved for re-advert in the second quarter.
- Proper project planning and budgeting needs to occur.
- Supply Chain Management training is required (this includes all the tender committees established and all staff involved with project implementation and management).

#### **BSD03-02- Report on Repairs and maintenance of Community Halls in Towns**

- In quarter 1: Target Met. LADY GREY TOWN HALL: maintenance was done as follows:
  - Repair all structural cracks with lintels, Patch cracks, Urine pot replaced, painting of all walls
  - Install double burglar door.
- NKULULEKO HALL: maintenance was done as follows: - Repair fence and replace gate
- In quarter 2: Target Met. BUNGA HALL: Maintenance was done as follows: Repair fence, painting of all walls, replace light bulbs
- KHWEZI NALEDI HALL: Maintenance was done as follows: Replace and paint cornice on ceiling, Painting of walls (toilets, storeroom and change rooms)

### **BSD03-03 - Report on the Repairs and maintenance of Community Halls in Rural Areas**

- In quarter 1: Target not Met. WARD 4 - HILLSIDE COMMUNITY HALL: maintenance was done as follows: Repair fence, replace gate, Paint all doors  
  
WARD 12 - ESILINDINI COMMUNITY HALL: maintenance was done as follows: Patch and paint all cracks in ladies' room and passage in the backstage, - Paint all doors.  
  
WARD 7 - THABA LESOBA COMMUNITY HALL: maintenance was done as follows: Paint all doors, Fix leakages on the roof, Cast concrete apron - outside the toilets, Patch cracks
- In quarter 2: Target Exceeded. Ward 11 BLUE GUMS HALL: Maintenance was done as follows:  
- Clean the wooden stage and vanish, install burglars on toilet doors, paint steel frame on toilets, paint window frame on toilets, paint all doors, install and connect electrical plugs  
  
WARD 17 - VOYZANA HALL: Maintenance was done as follows: Paint all doors.  
  
WARD 1 NDOFELA HALL: Maintenance was done as follows: Replace toilet doors with locks, Replace door locks,  
  
WARD 10 TIENBANK HALL: Replace gate, replace door locks, replace broken window glass. Paint all doors, install fascia boards and gutters, replace water pipes in toilets
- WARD 05 PHELANDABA HALL: Replace fascia board, gutters, and down pipes, sand doors and repaint

### **BSD03-04 - Report on Cleaning of Community Halls in Town**

- In quarter 1: Target Met. Weekly Cleaning of Bhunga Hall, Lady Grey Town Hall, Khwezi Naledi Hall, Barkly East Town Hall, Nkululeko, and Transwiler was conducted during the quarter
- In quarter 2: Target Met. Weekly Cleaning of Bhunga Hall, Lady Grey Town Hall, Khwezi Naledi Hall, Barkly East Town Hall, Nkululeko, and Transwiler was conducted during the quarter

## **1.4 Cemeteries and Pauper Burials BSD04**

### **BSD04-01 - Report on Number of Burial Plots provided as per request**

- In quarter 1: Target Met. 3 monthly reports were submitted. A total of 52 burial plots were provided during the quarter
- In quarter 2 Target Met. 3 monthly reports were submitted. A total of 35 burial plots were provided during the quarter

An analysis of the baseline figures should be done from previous financial years to determine a reasonable amount of burials, the target should incorporate or include compliance with the application processes/documentation applicable for pauper burials in the Municipality.



#### **BSD04-04- Construction of New Cemetery in Barkly East by 2021**

- In quarter 1: Target Met. EIA process completed; Authorisation has been issued to the Municipality.
- In quarter 2: The EIA process was completed in quarter 1.

#### **1.5 Sports BSD05**

##### **Sportsfield/s**

#### **BSD05-01 - Report on Sports fields maintained in 5 Sports fields**

- In quarter 1 Target not Met. The following maintenance was carried out during the quarter:
- BARKLY EAST
- Repair security door in change room
- Installed wire fence along the palisade fence
- NALEDI
- Install window mesh in all windows
- STERKSPRUIT (Patrick Shibane)
- Paint roof in change rooms
- Paint barge board and fascia boards
- Replace gutters and fascia board
- LADY GREY
- Replace 3 toilet pots
- GCINA
- Put in expanded metal sheet in windows
- Repair gate
- In quarter 2: Target Met. The maintenance was carried as planned.
- BARKLY EAST:
- Paint walls in change rooms
- NALEDI:
- Replace gutters and downpipes (additional)
- Replace cornice in ceiling, painting of new installed barge and fascia boards (additional to planned target)
- STERKSPRUIT: (Patrick Shibane)
- Paint all doors.
- LADY GREY:
- Maintenance was done as follows:
- Replace fascia boards, gutters and downpipes
- GCINA:
- Replace toilet pipes

#### **BSD05-02 - Repair of the Kwezi Naledi Sports fields Fence**

- In quarter 1: Target not Met. Project not yet advertised, due to the project being turnkey and needed to be managed in-house and the PMU currently does not have the human capital or capacity to manage this project.

- In quarter 2: Target not Met. The contractor has not yet been appointed due to technicalities of appointment of consultant which needs to be clarified by SCM.
- The project will be adjusted during the mid-year budget adjustment review. The project will have to be re - advertised and the targets will have to be reviewed accordingly. A budget adjustment will have to be done.

#### **BSD05-03 - Purchase of Poles & Nets for Sports fields in Rural Areas**

- In quarter 1: Target Met. The Tender was advertised for the purchase and delivery of Poles and Nets as Notice 119/2019.
- In quarter 2: Target not Met. The service provider was appointed on 17 December 2019.
- Notwithstanding the service provider was appointed the poles were not purchased as planned for in Quarter 2.
- Noted – During December 2019 companies do go on shut down and as result this can affect purchasing of certain materials and equipment

#### **Challenges**

- Community members still do not want to pay for the usage of these Sportsfields thus no /very minimal revenue can be collected for the use of these facilities,
- Vandalism and theft
- Budget restrictions are a challenge.

### **1.6 Libraries BSD06**

#### **BSD 06-01 - Signing of the SLA with DSRAC**

- In quarter 1: Target Exceeded. SLA was signed by the Municipal Manager and was sent to DSRAC on 18 June 2019.

#### **BSD06-02 - Report on the Implementation of Library Services SLA with DSRAC**

- In quarter 1: Target Met. Quarterly Report on the Implementation of the SLA was submitted to DSRAC on 11 October 2019.
- In quarter 2: Target Met. Quarterly Report on the Implementation of the SLA was submitted to DSRAC on 7 January 2020.

#### **BSD06-03 - Report on the statistics of books loaned and returned in each library**

- Both quarter 1 and 2 the planned targets were achieved
- Quarterly reports on the statistics of books loaned and returned in each library are submitted.
- In quarter 2: quarterly reports were submitted.

## **1.7 Parks and Public Open Spaces BSD07**

### **BSD07-01 - Renovations Kwezi Naledi Node**

- In quarter 1: Target not Met. Contractor has taken possession of site and will accelerate progress. Demolition will only commence in the 2nd quarter (October 2019)
- In quarter 2: Target Met, the construction has commenced in quarter 2 and will be completed in quarter 3.

### **BSD07-02 Report on the maintenance of parks in Lady Grey and Barkly East**

- Both quarter 1 and 2 the planned targets were achieved
- Target Met. Monthly reports on the maintenance of public open spaces was done and submitted to the standing committee.

### **BSD07-03 - Report on the maintenance of public open spaces (Lady Grey, Barkly East, Sterkspruit & Rhodes)**

- Both quarter 1 and 2 the planned targets were achieved
- Target Met. Monthly reports on the maintenance of public open spaces was done and submitted to the standing committee.

#### **Challenges**

- Challenges with parks remain the high levels of vandalization. Budget restrictions are a challenge.

## **1.8 Commonages and Animal Control BSD08**

### **BSD08-01 - Updating of Stock Register**

- In quarter 1 and quarter 2: Targets Met. Quarterly stock Register were updated.

### **BSD08-02 - Number of Awareness's conducted on Commonage Management**

- In quarter 1: Target Met. 1 Awareness Campaign was conducted on 11 September 2019.
- In quarter 2: Target Met. 1 Awareness Campaign was conducted on 16 October 2019.

### **BSD08-03 - Construction of an Animal Pound in Lady Grey by June 2019**

- In quarter 1: Target Met. Project was completed at the end of September 2019 and the practical completion certificate was signed on the 7th of October 2019.
- In quarter 2: Target exceeded - The project was completed in quarter 1.

#### **Challenges**

- Community members still do not want to pay for the usage of these commonages thus no revenue can be collected for the use of its facilities,

- Vandalism and theft of the fencing
- Again, this can be attributed to the apathy in the issuing of compliance notices /fines.
- Political interference

#### **1.9 Waste Management BSD09**

##### **BSD09-01 - Daily cleaning of CBD streets in all 6 towns.**

- The targets for both quarter 1 and 2 were met

##### **BSD09-02 - Collection of Waste in Rural Areas**

- In quarter 1: Target Exceeded. A total of 365,1 tonnage was collected during the quarter - 125,87 waste tonnage more than planned
- In quarter 2: Target Exceeded. A total of 340 Tons of waste collected in the quarter.

##### **BSD09-03 - Collection of Waste in Towns: Barkly East, Herschel, Lady Grey, Rhodes, Rossouw and Sterkspruit**

- In quarter 1: Target Exceeded. A total of 1907,3 tonnage was collected during the quarter.
- In quarter 2: Target Exceeded. A total of 2244,48 tons of waste collected in the quarter
- The target and target milestones should be reviewed based on an analysis of baseline figures. Noted that waste collection does escalate during the festive periods further to this before reviewing considering a target it should be identified that all weighbridges are working effectively.

##### **BSD09-04 - Waste campaign in schools**

- In quarter 1 Target Exceeded. Three awareness Conducted in the quarter at: Mokhesi Primary School ward 8 on 23 September 2019; Malikhanye Senior Secondary School ward 15 and Rhodes Primary School ward 15 on August 2019.
- In quarter 2: Target Met. Waste Awareness was conducted in David Ross Arts Academy ward 14 on 20 November 2019
- Third party calendars/events require consideration prior to development of targets

##### **BSD09-05 - Waste awareness Campaigns in budgeted Wards**

- In quarter 1: Target Met. Waste Awareness and Cleaning Campaigns were conducted in ward 15 on August 2019. and 16 on 17 September 2019.
- In quarter 2: Target Met. Waste awareness was conducted Zwelitsha community in the Month of December 2019

##### **BSD09-06 - Development of a Solid Waste Site in Ward 5 - Rossouw by June 2020**

- In quarter 1 Target Met. Authorisation has been granted. ROD received
- The 2nd quarter target was not met / achieved. The contractor has not been appointed. PSP will not carry out any work pending the approval of their Variation Orders.

- The Variance Order to be signed. The contractor to be appointed - noted the target timeframes will be affected by the delays. The bottlenecks and or delays in signing off variations orders to be addressed.

#### **BSD09-07 - Development of a Solid Waste Site in Ward 13 - Herschel by 2020**

- In quarter 1 Target Met. Authorisation has been granted. ROD received
- The 2nd quarter target was not met / achieved. The contractor has not been appointed. PSP will not carry out any work pending the approval of their Variation Orders.
- The Variance Order to be signed. The contractor to be appointed - noted the target timeframes will be affected by the delays. The bottlenecks and or delays in signing off variations orders to be addressed.

#### **BSD09-08 - Upgrading of the Lady Grey Solid Waste Site**

- In quarter 1 and quarter 2 Targets not Met. Project has been halted pending the contractor challenging the decision to be taken off site.

#### **BSD09-9 - Development of Solid Waste Site in Ward 15- Rhodes by 2021**

- In quarter 1 Target not Met. The preferred site was rejected due to one member of the community opposing the development and the buffer zone that was not adequate. The PSP has also indicated that he cannot undertake any work until his Variation order have been approved. A second site has been identified and will be developed; a new application process will have to be undertaken.
- In quarter 2 Target not Met. PSP will not carry out any work pending the approval of their Variation Orders and the authorisation has not been granted.
- Variance is attributed to the preferred site being rejected due to a member of the community opposing the development and the buffer zone that was not adequate. \*The Variance Order is outstanding and the appointment of the contractor.
- A second site has been identified and will be developed; a new application process will have to be undertaken. The Variance Order to be signed. The contractor to be appointed - noted the target timeframes will be affected by the delays

#### **BSD09-10 - Upgrading of the Barkly East Solid Waste Site by 2020**

- In quarter 1 Target not Met. The installation will commence in October 2019 and is due to be completed early November 2019.
- The specialist Installation company did not have an approved cession and the contractor only managed to make payment on the 13th September 2019 which contributed to the delaying the specialist installation company with ordering of materials.
- In quarter 2 Target Met. The practical completion certificate was issued on the 9th of December 2019.
- Appointment of sub-contractors /specialist must form part of tender specifications and conditions.

#### **BSD09-11 - Development of Solid Waste Site in Ward 10- Sterkspruit by 2021**

- Target not Met. Process is underway; however, the originally preferred site was deemed not suitable due to housing development adjacent to the site. A second site was then chosen.
- Target Met. The practical completion certificate was issued on the 9th of December 2019.
- The specialist installation company did not have an approved cession and the contractor only managed to make payment on the 13th September 2019 which contributed to the delaying the specialist installation company with ordering of materials.
- Appointment of sub-contractors / specialist must form part of tender specifications and conditions.

#### **BSD09-12 - percentage of households with access to basic level of refuse removal**

No targets applicable to quarter 1 and quarter 2

#### **1.10 Free Basic Services BSD10**

No targets applicable to quarter 1 and quarter 2

#### **BSD 10-02 - percentage of household earning less than 2 state pension fund per month with access to free basic services**

No targets applicable to quarter 1 and quarter 2

#### **1.11 Electricity and Street Lighting BSD11**

#### **Electrification of Rural Area within Senqu Municipality (W 2, 3, 12, 14,15 and 16) by 30 June 2019.**

- In quarter 1: Target Met. Tender advertised for contractor as tender Notice No. 87/2019
- In quarter 2: Target not Met. Tender to be re advertised as Notice number 136/2019-2020 - The tender was not advertised on CIDB website as a result the Adjudication committee ordered that the tender be re-advertised.
- Management /Staff and bid committees must undergo Training /workshops to create awareness and to manage the possible risks associated with continued flaws within tender /SCM processes.

#### **BSD11-02 - Installation of new Pre-Paid Meters throughout the Municipality.**

- In quarter 1: Target Exceeded. (July 2019) 10 New Meters installed. (September 2019) 1 New Meters installed. This Meter installation is on demand of the new Customers request and cannot accurately be determined.
- In quarter 2: Target exceed. 19 New Meters installed. This is only on request of the Customers for new installation of meters to New Property.

#### **BSD11-03 - Replacement of existing metres throughout the municipality.**

- In quarter 1: Target Exceeded. (July 2019) 47 Meters replaced installed. (September 2019) 35 Meters replaced installed. Target exceeded by 62 Meters
- In quarter 2 - Target not Met. 16 Meters replaced. Variance of 49 meters to planned target. This was attributed to faulty Conlog Meters which were sent for repairs and available for installation. Tender Notice number 57/2019-2020 was cancelled due to specifications not being approved by the Adjudication committee. Additionally, the purchase of Bulk purchase of meters was not possible due to unsuccessful Tender process.

#### **BSD11-04 - Repair and Maintenance Transformer in Ward 8, 10, 14 and 16**

- In quarter 1: Target not Met. Service provider appointed. 3 Transformers Reinstalled after Refurbishment at W8, W8 & W16. Free State Transformer appointed. W8 Job Card no. 4405 & 4460. W16 Job Card no. 5686 In Quarter 1: the variance was attributed to the transformer in W 14 was not reinstalled as per the planned target. This was a Transformers that was outstanding in the previous Financial year 2018-2019 that did not arrive in time by June 2019 to be installed and was carried over the next Financial year 2019-2020.
- In quarter 2 Target not met. 3 Transformer send for refurbishment. W 8, 10 and 14. In Quarter 2: the variance was as a result of the ward 10 Transformer which was send for refurbishment due a fault this was sent in place of the Transformer for Ward 16. The Transformers was reinstalled in the first quarter due to the late arrival of refurbishment of the Transformers in the previous Financial year 2018-2019.
- Noted an opportunity was used to send two extra Transformers for Refurbishment to the supplier (Free State Transformers) noted that this was not recorded on the SDBIP as it was deemed to be a Spare Transformer. Transformers are continually breaking down and alternative arrangements are made at times to have these refurbished by the Supplier.
- It should be determined which transformers need to be replaced (new transformers) – these should be planned and budgeted for.

#### **BSD11-05 - Replace Street Lights in Ward 10, 13, 14 and 16**

- No target applicable to quarter 1
- In quarter 2: (Planned target for quarter 2) - Target exceed. Ward 10 Fittings replaced 34. (9 more than planned)
- Ward 13 Fittings replaced 5. as per planned target
- Ward 14 Fittings replaced 41. (16 more than planned)
- The achievement was due to efficient procurement within the financial.

SCM processes and ordering processes to be managed - capacity of suppliers to be considered.

#### **BSD11-06 - Monthly Reports to the Department of Energy on Own Grants Allocations**

- The target was achieved for both quarter 1 and quarter 2
- The required reports as per planned target were submitted to DoE.



#### **BSD11-07 - Installation of Traffic lights in Sterkspruit**

- In quarter 2: (Planned target for quarter 2) - Target not Met.
- Variance was as a result of DoT stakeholders not being able to attend the planned Meeting - due to festive season and other commitments
- Meeting will be held with DoT before end of March 2020, (Provincial Road, therefore DoT requirement).
- Target owners to implement proper planning and communication prior to targets dates being established where a third party has influence on achieving a target.

#### **BSD11-08 - The percentage of households with access to basic level of electricity**

No targets applicable to quarter 1 and quarter 2

#### **1.12 Office Space BSD 12**

##### **BSD 12-01 - Renovate 2nd Floor (Old Age Home) and all infrastructure repairs in Main Building in Lady Grey municipal buildings.**

- In quarter 1: Target not Met. Renovations to the main building not yet commenced as planned it was pending approval of the variation order submitted.
- In quarter 2: Target Met. Renovation to the bottom floor commenced end October 2019, and the landscaping has been completed. (noted the contractor was appointed in September 2018)

##### **BSD 12-02 - Renovate Mayoral house**

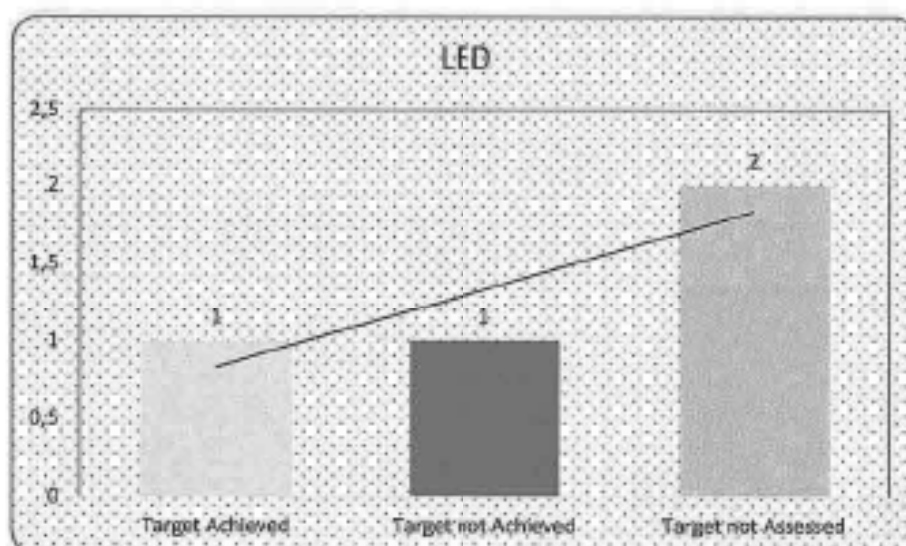
- In quarter 1: Target not Met. Not yet advertised. No specification. Variance as result of no advertisement as there were no specifications available (these were sent for reviewal in the prior financial year.
- In quarter 1: Target not Met 2: GAP analysis is required to be submitted to BSC which was only provided to the PMU Unit in December 2019.
- Draft tender specification and refer to specifications committee - sent at the beginning of quarter 2 (October/ November 2019). Slow SCM processes – SCM Intervention is required in order to manage associated risks.



## KEY PERFORMANCE AREAS

### KPA 2: LOCAL ECONOMIC DEVELOPMENT

KPA	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 - 2)	% of KPI's Not Achieved	Number of KPI's Not applicable to In quarter 1 and in quarter 2 and KPI's on Hold and Not Assessed/ not rated	Percentage of KPI's on Hold and Not Assessed
LED	4	1	25	1	25.00	2	50.00



#### 2.1 Tourism LED01 to LED 03

##### Progress

##### LED01 Implementation of the Senqu marketing strategy derived from the Responsible Tourism Plan

- In quarter 1: Target not Met. The quarterly report on the implementation of the Senqu marketing strategy was not sent to the standing committee as required.
- In quarter 2: Target not Met. The show was not attended due to cost containment measures.
- Late submission of the quarterly report on the implementation of the Senqu marketing strategy to the SC and budget containment measures subsequently implemented.

##### LED02-01 - Number of Economic Development Forum attended

- In quarter 1: 1 Target Met. EDF was held on the 30th September 2019 in Sterkspruit.

- In quarter 2: Target Met. EDF was held on 26 November 2019

**LED02-02 - No of jobs created through the LED initiatives including capital projects**

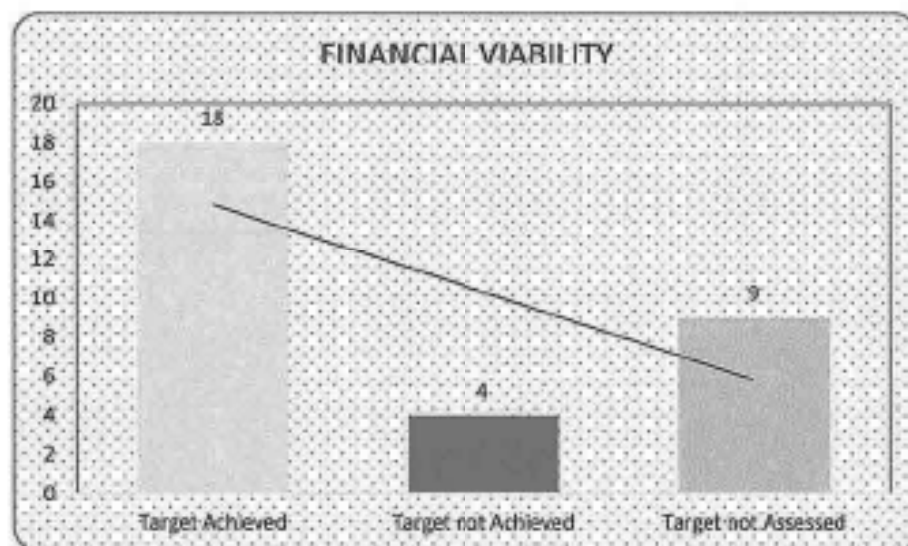
There were no planned targets applicable in quarter 1 and 2

**LED02-03 - % of the municipal infrastructure capital budget spent, allocated to SMME's through subcontracting in compliance with circular 77 of the MFMA.**

There were no planned targets applicable in quarter 1 and 2

### KPA 3: FINANCIAL MANAGEMENT AND VIABILITY

KPA	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 - 2)	% of KPI's Not Achieved	number of KPI's not applicable to in quarter 1 and in quarter 2 and KPI's on hold and not assessed/ not rated	Percentage of KPI's on Hold and Not Assessed
Financial Viability	31	18	58.06	4	12.09	9	29.03



Notwithstanding many overall issues that are required to be addressed, Senqu Municipality currently has a sound overall financial management practice. This is validated by the fact that the Municipality has again obtained a Clean Audit opinion for the 2017 - 2018 financial year.

#### 3.1 Supply Chain Management MFMV01

##### MFMV01-01 - Development of the Institutional Procurement Plan

- Target Met. The procurement plan was developed and approved by the Council during the May Council meeting as part of the Budget Approval process.

#### MFMV01-02 - Establishment and monitoring of the tender register for above R 200 000 tenders.

- In quarter 1: Target Met. The tender register for tender above R 200 000 is monitored. The report was submitted to the Standing Committee of October 2019.
- In quarter 2: Target Met. All contracts are monitored, and the register includes the contract amount, start and end dates.

#### MFMV01-03 - Manage and Monitor SLA's that will result in expenditure

- Target met in both quarters
- In quarter 1: Quarterly Monitoring Report on Contracts and SLA's that result in Expenditure
- The tender register for tender above R 200 000 is monitored. The report was submitted to the Standing Committee of October 2019
- In quarter 2: Quarterly Monitoring Report on Contracts and SLA's that result in Expenditure
- All contracts are monitored, and the register includes the contract amount, start and end dates.

#### MFMV01-04 - Number of Specifications Meeting held

- In quarter 1: Target Exceeded. There were 3 specifications meetings held in the first quarter. Specification meetings were held on 31 July 2019, 21 August 2019 and 30 September 2019
- In Quarter 2: Target Exceeded. There were 4 meetings held during the quarter, 4 October 2019, 17 October 2019, 24 October 2019 and 29 October 2019.

#### MFMV01-05 - Number of Evaluation Meetings held

- In quarter 1: Target Exceeded. There were 4 evaluations meetings held in the first quarter. Evaluation meetings were held 01 July 2019, 1 August 2019, 22 August 2019, and 09 September 2019
- In quarter 2: Target Exceeded. There were 4 meetings held during the quarter, 8 October 2019, 10 October 2019, 23 October 2019 and 21 November 2019.

#### MFMV01-06 - Number of tenders adjudicated within 3 months of advertisement

- In quarter 1: Target Exceeded. There were 4 Adjudication meetings held, the meetings were held on 1 July 2019, 1 August 2019, 29 August 2019 and 27 September 2019.
- In quarter 2: Target Exceeded. There were 4 adjudication meetings held during the quarter, on the 17th of October 2019, the 4th of November 2019, the 12th of December 2019 and the 17th of December 2019.

#### Progress

- The procurement plan was developed and approved.
- Tender register for tenders above R 200 000 is maintained and monitored.
- Service Level Agreements are managed and monitored.

#### Challenges

- Shortage of human Capital (related experience /skills /SCM specialists)
- Lack of capacity and Technical support in SCM
- Variations orders are not being signed off timeously – create risk

- Project owners are not planning and aligning budgets which affect tenders at times
- In a few instances the specifications are incorrect and SCM procedures were not correctly followed and where this occurred "re-advertising" was undertaken in order to remedy and correct the situation.
- The risk assessment of the SCM system has been completed; and
- The management of suppliers performance (notwithstanding it is being done) remains a challenge (collective effort) which will be resolved through formal reporting. A performance management system has been incorporated into the institutional performance management policy which needs to be workshopped to ensure effective implementation
- The Supply Chain Management (SCM) process flow has improved and the scheduling of meetings has resulted in improvements in the SCM turnaround time (improvements are required ongoing); it is noted that certain Directorates still do indicated their progress in terms of achieving targets were hampered by "red tape" and or slow SCM processes. Notwithstanding this improvement the delays encountered are usually attributed to the Directorates submitting incorrect tender specifications – which then ultimately delay the tender processes and contribute in the delays of appointing service provider for goods and service which ultimately attributes to delays in projects
- Improvements have been made in terms of managing service providers however it is a basic reporting level. It would seem that Directorates are not co-operating and are still not ensuring that the required level of commitment is being given to managing service providers appointed within their directorates, these reports received by SCM from directorates and or project managers in terms of service providers and vendors is not at the required level. It must be remembered that this function is critical – not only for operational reasons but because of legislative prescriptions.
- It is not the sole responsibility of the SCM Manager and or SCM Unit to provide this reporting – SCM staff are there to assist in collation and reporting of data but the performance management function of these service providers and vendors remains the responsibility of the relevant line managers as part of their day to day operational and management function. This is not taking place and is an area of great concern that requires attention. Failure to comply may lead to an audit query and an audit qualification which may have far reaching consequences overall.
- It must be ensured moving forward that directorate manage service providers /contractor's consultant performance and that good quality monitoring and reporting occurs – failing consequence management will be instituted - the necessary compliance notices will issued and the disciplinary action will be taken where required.
- A system to manage and rate service providers has now been incorporated in the revised Performance management policy / framework. Currently the SCM Manager in conjunction with relevant Directorates ensures that certain performance protocols are followed before an invoice is processed. The performance of service providers will for some time remain an ongoing challenge.

### **3.2 Asset Management MFMV02**

#### **MFMV02-01 - Update the Departmental Asset Registers twice a year**

- Target Met. The asset register was updated during the first half of the financial year. Report on additional assets was submitted. The assets additions register was updated with all tangible and non-tangible assets bought in October 2019, November 2019 and December 2019.

## Progress

- The assets register is updated – noted that this was a target in quarter 2 (no target for quarter 1)
- Asset Management is occurring as per the required targets and implementation plans.
- Counting of assets is done annually

## Challenges

A few pertinent issues and challenges remain identified:

- The recognition of infrastructure assets is not consistent. Efforts will be made to ensure that this occurs; and
- The Disposal of Assets requires the cooperation of all Directors and their inputs which must be timeously received. This is an ongoing challenge.

**MFMV02-02 Annual Asset Count** – These are not a Planned target for quarter 1 and quarter 2

### 3.3 Financial Management MFMV 03

**Report on Financial viability as expressed by the ratios in the gazette and MFMV03-01 and Supplementary valuation roll MFMV03-02** - These are not a Planned target for quarter 1 and quarter 2  
No planned

## Progress

- Reporting on Financial viability expressed by the ratios in the gazette – is done annually (by Q4 - 30 June each year) and it is noted that this not a target in quarter 1 and quarter 2.

## Challenges

- A major portion of the municipality's debt is greater than 365 days. As a result, the municipality needs to enforce strict credit control measures in terms of its credit control policy and by- laws. The Municipality must also develop and implement an effective Revenue Enhancement Strategy to ensure a holistic approach incorporating all stages of this strategy

### **MFMV03-03 - Billing of Consumers - Report on correct billing of consumers**

- In quarter 1: Target Met. \*100% billing achieved. There were 9 527 accounts billed in July 2019 and 3 417 accounts that were fully paid. \* 9 533 accounts billed in August 2019 and 2 546 were fully paid
- \*9 529 accounts billed in September 2019 and 2 604 were fully paid
- In quarter 2: Target Met. 3 Monthly reports were submitted. \*In October 2019, 9 531 accounts were billed and 2 634 were fully paid. \* In November 2019, 9 455 accounts were billed and 2 598 were fully paid. \*In December 2019, 9453 accounts were billed and 2 813 were fully paid.

#### **MFMV03-04 - Report on actual revenue collected**

- In quarter 1: Target Met. The collection rate shows an average of 42,84% for the first quarter. The report for the first quarter was submitted to the finance standing committee on the 16 October 2019.
- In quarter 2: Target Exceeded. Quarterly report submitted. The collection rate has increased drastically from 42,84% (Q1) to 196 % in (Q2) this is due to the recovery of arrears.

#### **MFMV03-05 - Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches**

- In quarter 1: Target Met. Reports on Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches are compiled on a monthly basis. There was no unauthorised, irregular, fruitless and wasteful expenditure for July 2019 and the report was submitted to the finance standing committee 16 August 2019. There was no unauthorised, irregular, fruitless and wasteful expenditure for August 2019 and the report was submitted to the standing committee 13 September 2019. There was no unauthorised, irregular, fruitless and wasteful expenditure for September 2019 and the report was submitted to the finance standing committee 15 October 2019.
- In quarter 2: Target Met. \* During October 2019, the municipality did not incur Unauthorised, Irregular, Fruitless and Wasteful expenditure. During November 2019, the municipality incurred Irregular expenditure amounting to R 25 572. There was no Fruitless and Wasteful expenditure. \* During December 2019, the municipality incurred irregular expenditure amounting to R 38 913.78. There was no Fruitless and Wasteful expenditure. Reports are submitted to council for condonement of Unauthorised, Irregular, Fruitless and Wasteful expenditure and Minor Breaches

#### **MFMV03-06 - Compilation and submission of Legislatively Compliant AFS**

- MFMA compliant financial statements were submitted to Auditor General on the 31<sup>st</sup> August 2019 for auditing. The municipality obtained its 6<sup>th</sup> clean audit with emphasis of matter.

#### **MFMV03-07 – Reviewal of adopted financial policies annually** - This not a Planned target for quarter 1 and quarter 2

#### **MFMV03-08 – Report on the % of operational budget actually spent (Cross Cutting)**

- In quarter 1: \*Quarter 1: Target not met with a variance of 6% to planned target.
- In quarter 2: Target not met with a variance of 5% to planned target.

#### **MFMV03-09 – Report on % Capital budget actually spent (Cross Cutting)**

- In quarter 1: \*Quarter 1: Target not met with a variance of 3% to planned target.
- In quarter 2: Target not met with a variance of 18% to planned target.

#### **MFMV03-10 – Report on % of Conditional grants received actually spent**

- In quarter 1: Target exceeded by 10% to planned target.
- In quarter 2: Target exceeded by 13% to planned target.



### **3.4 Salaries MFMV04**

The Salaries are being paid as per scheduled dates on calendar of events for better management of municipal finances.

### **3.5 Reporting MFMV05 - Compilation of the Annual budget for 2020/2021 - This is not a Planned target for quarter 1 and quarter 2**

### **3.6 Reporting MFMV06**

**Development and submission of the section 71 (1) report (Submission to the Mayor and National Treasury within 10 working days)**

Targets were achieved in both quarter 1 and quarter 2

**MFMV06-02 Compilation and tabling of the Mid-Year Budget and Performance Report (s72)**

This is not a Planned target for quarter 1 and quarter 2

**MFMV06-03 - Compilation of the section 52 (d) Reports**

Target Met. The s 52(d) report tabled in the Council meeting of October 2019.

### **3.7 IT MFMV07**

**MFMV 07 - 01 - Reviewal of the IT Disaster recovery plan and IT Strategic plan**

This is not a Planned target for quarter 1 and quarter 2

**MFMV07-02 - Systems downtime for emails and internet as a result of hardware or network failure**

- Targets achieved in quarter 1 and
- In quarter 2. Quarterly Reports on the Systems downtime for emails and internet as a result of hardware or network failure are submitted.
- In Quarter 2 - November 2019 down time was attributed to national the load-shedding schedule. Servers needed to be restarted manually. The downtime usually does not exceed 3 hours; however, this was exceeded by 1 hour during October 2019 and by 2 hours during November 2019 and by 2 hours in December 2019.

### **Monitoring and Maintenance of the Servers**

- Targets achieved in quarter 1 and quarter 2. Quarterly Reports on the monitoring and maintenance of the server are submitted.
- In quarter 2 Target Met. 3 monthly reports submitted. \* Due to load shedding - During October 2019, there was 4 hours server downtime and during November 2019 servers needed to be started manually as a result of the load shedding.



#### **MEMV07-04- Purchase a New Server**

This is not a Planned target for quarter 1 and quarter 2

#### **MEMV07-05 - Monitor and Manage the IT Back Up System**

- In quarter 1: Target Met. The IT Backup system of the municipality are monitored and maintained. There was no backup domain controller downtime and the reports were submitted to the standing committee.
- In quarter 2: Target Met. The reports were submitted. \* During October 2019, the back-up domain controller was down for 4 hours. \* During November 2019, the back-up domain controller was down for 5 hours. \* During December 2019, there was no downtime for the back-up domain controller.

#### **MEMV07-06 - Conduct IT needs assessments per department and purchase the identified equipment**

- In quarter 1: Target Met. The IT needs assessment for the 2019/2020 FY was conducted during the fourth quarter in the IT steering committee meeting. The tender for the purchase of IT Equipment was advertised on the 08 August 2019, closed on the 30 August 2019.
- In quarter 2: Target not Met. Service Provider advert did not go out as it was not approved.

#### **MEMV07-07 - IT Steering Committee**

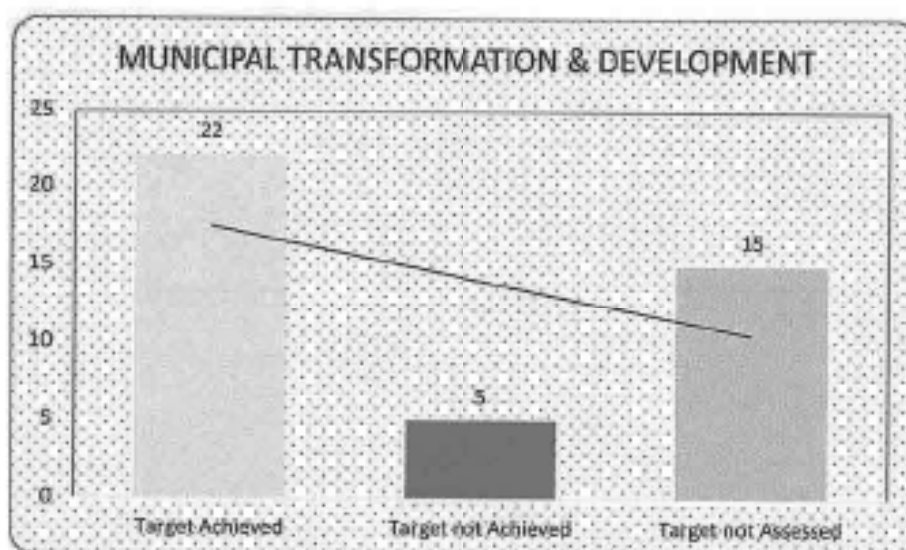
- In quarter 1 Target Met. The IT Steering Committee was held on the 25 September 2019.
- In quarter 2: Target not Met. There was no steering committee held during the quarter.
- Variance of 1 meeting. The IT Managers resigned and as a result the IT Steering Committee meeting planned for quarter was not held.
- The IT Manager has been appointed and will resume duties on the 2nd of January 2020, this will enable the section to function optimally. An additional meeting will have to be held in order to achieve the overall target by quarter 4.

#### **Progress**

- A council Approved IT framework is in place.
- Downtime (systems) for emails, intranet and Internet has seen great improvements, although electrical interruptions have their own impact and are beyond one's control – planned outages; and load shedding do have an impact.
- No downtime recorded for the servers during the first 2 quarters
- A new server was being procured through tender processes during last financial.
- Maintenance and monitoring of servers occurs regularly and reporting to the Standing Committee takes place regularly as scheduled.
- IT backup system and monitoring of cameras being monitored on monthly basis
- IT steering committee meetings sitting regularly for improved IT management within the municipality notwithstanding said it does not sit in quarter 2 due to the post being vacant.

#### KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 – 2)	% of KPI's Not Achieved	number of KPI's not applicable to in quarter 1 and in quarter 2 and KPI's on hold and not assessed/ not rated	Percentage of KPI's on Hold and Not Assessed
Municipal Transformation & Development	42	22	52.38	5	11.90	15	35.71



Within this KPA, Issues that are intended to transform, institutionalize and develop the organisation are examined and reported on in terms of progress.

#### 4.1 Skills Development - MTID01

**MTID01-01 - Development of the 2020/2021 WSP by 30 April 2020** - This is not a Planned target for quarter 1 and quarter 2

**MTID01-02 - Report on the number of trainings held for councillors in terms of the Workplace Skills Plan**

- In quarter 1: Target not Met. Report on 16 programmes and two bursaries implemented in quarter 1 was submitted to the Training Committee and the Standing Committee for their consideration.

A number of challenges were raised with the Training committee starting from the unfair allocation budget. In Quarter 1: Variance of 11 less training initiatives implemented against milestones planned for the quarter.

- In quarter 2: Target not Met. Report on 23 programmes and two bursaries implemented in quarter 2 was submitted to the Training Committee and the Standing Committee for their consideration. A number of challenges were raised with the Training committee starting from the unfair allocation budget. In quarter 2: Variance of 1 less training initiatives against target milestones.
- Proper planning and budgeting is required by the target owner/s in consultation with other Directorates. A proper needs analysis must be conducted based on training needs aligned to performance. This too must align to any training plans and performance related plans.
- It is difficult to manage this indicator as sometimes institutions that offer trainings do so at times that are outside the planned WSP time. This means targets can either be over or underachieved. The municipality must appoint in advance a panel of service providers that are reputable to offer the municipality trainings as the municipality already knows which trainings they might need. Also registering NSL could assist to ensure that trainings are done at times planned for in the WSP.

**MTID01-03 - Report on the number of training initiatives implemented for councillors in terms of the Workplace Skills Plan**

- In quarter 1: This is not a Planned target for quarter 1
- In quarter 2: Target Met. Four Councillors were trained on Municipal Governance this quarter. Councillors will be trained on basic computer skills.
- Process plan and Control mechanism to be put in place - risks related to this must be considered by SCM who must be held accountable. All documentation to be checked and signed off before the Adverts are placed this will avoid errors.

**MTID01-04 - Training initiatives implemented for communities** - This is not a Planned target for quarter 1 and quarter 2

**MTID01-05 - Internships opportunities created** - This is not a Planned target for quarter 1 and quarter 2

**MTID01-06 - Interns appointed in accordance with FMG standards** - This is not a Planned target for quarter 1 and quarter 2

**MTID01-07 - Number of staff who meet Minimum Competency levels (as prescribed by NT)**

- No target applicable to quarter 1
- Quarter 2 target - Target Met. All the Directors of the Municipality meet the minimum competencies as prescribed. The financial officials with the exception of two officials also meet the competencies as prescribed. The two officials are however enrolled with the University of Fort Hare. All the new interns are also enrolled on the course. A submission to National Treasury was made in September 2019.

**MTID01-08 - Report on the % of a municipality's budget actually spent on implementing its workplace skills plan** - This is not a Planned target for quarter 1 and quarter 2

**MTID02-01 - Report on number of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan**

This is not a Planned target for quarter 1 and quarter 2

**4.2 Perform Leave Audits - MTID03-02**

In quarter 2: Target Met. The Leave Audit was sent to all Directors and Managers. All the Directors and Managers will be advised of same so that they can manage the leave and eliminate any risks associated with leave not taken.

**MTID03-03 - Ensure proper management of Leave by all departments**

- Targets Met in both quarter 1 and quarter 2.
- Leave management reports were submitted to the Standing Committee for consideration and in July 2019, when leave encashment were made, no complaints were received in respect of any inaccurate amounts processed.
- All the Directors and Managers will be advised of same so that they can manage the leave and eliminate any risks associated with leave not taken.

**4.3 MTID04-01 - people assisted on EAP - This is not a Planned target for quarter 1 and quarter 2**

**4.4 MTID04-02 - Organise A Municipal Wellness Day - This is not a Planned target for quarter 1 and quarter 2**

**4.5 MTID05-01 - Conduct OHS inspections in all workstations**

In quarter 1: Target not Met. The OHS inspections were conducted in all centres notwithstanding, the quarterly report was not submitted to the OHS committee - this was attributed to non-attendance of SAMWU union. The variance in Quarter 1: 1 quarterly report could not be submitted to the OHS committee - this was attributed to non-attendance of SAMWU union. Noted that OHS inspections were conducted in all centres during quarter 1.

In quarter 2: Target Met. SAMWU was given a directive to participate in the Municipal activities and as a result the OHS committee sat this quarter. The quarterly report which presented the findings on the OHS inspections made in all centres was tabled in the committee. A service provider has already started with the gap analysis on the Municipal OHS needs and as a result the appropriate plans will be finalised by the end of the financial year.

SAMWU are now provided with a directive to participate in relayed OHS activities. OHS inspections in all centres are focus areas in this financial year. Additionally, an OHS specialist has been appointed to assist with the development of occupational risk assessment and to develop action plans per Department, including emergency plans a Health and safety plan and an environmental management plan.

#### **MTID 09-02 - Monitor the security cameras of the Municipality**

- In quarter 1: Target Met. The Cameras within the municipality are mostly functioning well
- In quarter 2: Target Met. The cameras form part of the 3 forms of security used by the municipality and were considered to be functioning well.
- Noted - It has been identified that some cameras are malfunctioning as they are old and outdated and are required to be upgraded and or replaced. Specifications were submitted to BSC during October 2019 these were retuned as there is no budget to support said and due to the risk associated with the purchase of the cameras without the IT division input into the speciation (IT provide the required support with said software). The specifications will be reviewed, and related forward budget planning will be required to fund the replacement.

#### **MTID 09-03 - Develop a list which includes all municipal properties with title deeds**

- In quarter 2: Target Met. The list was developed.

#### **MTID 09-04 - Implementation of the Repairs and Maintenance Plan**

- In quarter 1: Target Met. The employees waiting area in Sterkspruit renovations were done along with the re-alignment of the damaged Sterkspruit admin office gate (order 02629) - reported to SC in July 2019. The new locks at the OMM were installed during the month of July 2019. The blinds fittings to identified offices were completed in July 2019 although. The renovations planned for the Barkly East traffic department were completed inclusive repair to doors and lights - reported to SC in August 2019 (50233).
- In quarter 2: Target not Met. The boardrooms were painted (order 04144). The consumable stations were fitted in during the 1st quarter and reported on in quarter 2 (orders 12555 and 02791). The milestone relating to the replacement of outdated cameras will be moved to quarter 3.
- The Variance in quarter 2 was as a result of not installing and updating of outdated cameras as per the planned target milestone for quarter 2. The to be target will be reviewed once funding can be identified.
- Proper planning and budgeting required before target milestones are included. The milestones related to the upgrading cameras to be reviewed as it is budget dependant. Specifications were submitted to BSC during October 2019 these were retuned as there is insufficient budget to support said upgrading. Tender specifications will be reviewed, and related forward budget planning will be required to fund the replacement.

### **4.10 MTID10- Records Management**

#### **MTID10-01 - Implementation of Electronic Document Management System**

- Targets have been met in both quarter 1 and quarter 2. The system is working, and documents are uploaded. The system is also enabling the registry personnel to retrieve required documents and correspondence with ease.

#### Challenges:

- There will still be technical problems with the system of Electronic Document Management as the municipal server can be accessed through cloud. Also. The system must ensure that documents are only available to users that have permissions to view such, create and modify documents that are relevant to their departments.

#### 4.11 Performance Management and Reporting MTID11

**MTID11-01 - Reviewal of the Performance Management Policy** - This is not a Planned target for quarter 1 and quarter 2

#### **MTID11-02 - Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers**

- Target Met. The Performance Agreements of the Directors were signed by the Municipal Manager and were submitted to Provincial COGTA and also uploaded on the Municipal Website. Before 31 July 2019. Agreements have been submitted to the Cooperative Governance and Traditional Affairs.

#### **MTID11-03 - Signing of Performance agreements by the Managers with Directors**

- Target Met. All managers (\*20) signed their performance plans with their Directors

#### **MTID 11-06 - Compilation of the s46 Annual Performance Report 2017/2018 (s46)**

- Targets are met
- The Annual Performance report was submitted to AG on 31 August 2019.
- Challenges (notwithstanding the achievement of a clean audit)
- Performance reporting (as whole) is a major problem for Senqu Municipality. There seem to be a lack of understanding of the reporting standards and timeframes and this poses a huge risk to the Municipality of reporting incorrect information and a litigation by the community for falsifying council information.
- The information provided within strategic reports are reliant on the input information and statistics provided by the various Directorates, some who appear not to take this seriously, the information is delegated to junior staff members and are not checked for correctness, there continues to be difficulties experienced in validating data. The accuracy of all information provided can often not be assured.
- There is a misconception that the lacking or inadequate information is the responsibility of the co-ordinator and the consolidators of the report.
- This blatant negligence must be managed through tabling an item to MPAC, issuing of compliance notices and implementation punitive measures where required against the responsible Directors and Senior Managers within said Directorates, failing the Municipality will most likely at some point receive a qualification from the office of the Auditor General due to the negligence of certain Directors.



**MTID11-07 Compilation of the Annual Report for 2018/2019** - This is not a Planned target for quarter 1 and quarter 2

**MTID11-08 Development and Tabling of the Service Delivery and Budget Implementation Plan by June 2020** - This is not a Planned target for quarter 1 and quarter 2

#### **4.12 Spatial Planning – MTID12**

##### **MTID12-01 - Develop a Local SDF for Lady Grey**

- In quarter 1: No target applicable
- In quarter 2: Target Met. LSDF was approved by Council on 30 September 2019

**MTID 12-02 - Develop a Local SDF for Barkly East** - This is not a Planned target for quarter 1 and quarter 2

##### **MTID12-03 - Establishment of a Senqu Land Development Forum**

- In quarter 1: No target applicable
- In quarter 2: Target not Met. Meeting did not sit due to unavailability of DRPW /stakeholders
- The municipality will coordinate the meetings on behalf of DRPW. Meeting is scheduled for February 2020.
- During planning process and prior to crafting targets outside / third party influence or requirements must be considered as this could ultimately affect the achievement of the targets. Meeting is scheduled for February 2020. The municipality will coordinate the meetings on behalf of DRPW.

#### **4.13 HOUSING – MTID 15**

##### **MTID12-04 - Development of Housing Sector Plan**

- In quarter 1: No target applicable
- In quarter 2: Target Met. Service provider appointed 17th December 2019
- The housing section does have budgetary constraints.
- Challenge to note that targets that require a specific skill set to do the work and do not have funding assistance will exasperate non-achievement of a target must be reviewed during adjustment period.

##### **MTID12-05 - Development of Sterkspruit Congestion Feasibility Study**

- In quarter 1: No target applicable
- In quarter 2: Target not Met.
- The target needs to be revised as it involves other Government stakeholders.
- The target needs to be reviewed as it includes Government stakeholders. Noted that when planning targets and prior to crafting targets this criterion should be identified during the planning phases.

**MTID12-06 - Facilitate the Implementation of Housing Development in Senqu by the Provincial Department of Human Settlement.**

In quarter 1: Target Met. In July 2019 57 houses were built, August 2019 7 houses were built, September 2019 7 houses were built.

In quarter 2: Target Met. 3 monthly reports submitted, in October 2019 25 houses were built, November 2019 and December 2019 53 houses were built.

**4.14 Integrated Development Planning – MTID13**

**MTID13-01 - Review of the 2020/2021 IDP by 30 May 2020** - This is not a Planned target for quarter 1 and quarter 2

**MTID13-02 - Development of the IDP and Budget Process Plan for 2020/2021 reviewed by 31 August 2019**

- In quarter 1: Target Met. The IDP process plan was developed and approved on the Council meeting that was held on the 29 July 2019.

**MTID13-03 - IDP Representative and Public Participation Forum meetings**

- In quarter 1- Target Met. An IPPF was held on the 20th August 2019 at the Lady Grey Council chambers
- In quarter 2: Target Met. An IPPF Meeting was held on the 2 December 2019.

**MTID13-04 - IDP and Budget Representative Steering Committee meetings held**

- In quarter 1: Target not Met. The meeting was to discuss the IDP & Budget process plan. It was scheduled for the 18th July 2019 and was postponed at the last minute by the Mayor who was attending Mandela day celebrations. The draft was then sent to management and to Exco prior to approval by Council
- In quarter 2: Target not met. Meeting not held as strategic session delayed.
- Variance of 2 Meetings –1 in quarter 1 and 1 in quarter 2

**Challenges**

The challenge remains the non-adherence to setting dates for these meetings. This has can result in targets not being met as has happened with IDP and Budget Representative Steering Committee meetings – these were not held – extenuating circumstances

Strict compliance to Calendar of Events must be managed and monitored. Strategic Stakeholders that influence these dates that form part of planned targets must be engaged as to the risks of the Municipality's not achieving planned targets. These individuals must form part of the planning process when the targets are crafted so as to ensure buy in. The target must be reviewed mid-year so as to find a solution to meet the target of 4 meetings by quarter 4.

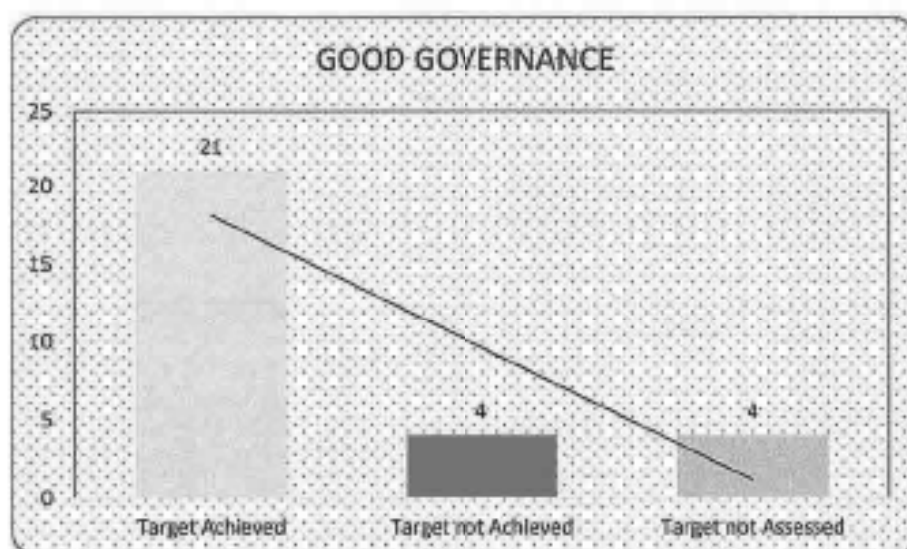


**MTID 15-01 - General Management of Municipal Fleet**

- In quarter 1: Target Met. 18 of 67 vehicles were serviced within their due period. 209 trips were authorised against 92 vehicles. Inspections - 48 vehicles were inspected during month of September 2019 two (2) were found with recent or new findings of dents. In August 2019, 34 vehicles were inspected one (1) was found with new dents whilst the other all dents and scratches were repaired. In July 2019 - 47 vehicles were inspected; none were found with new scratches or dents and one was repaired that had existing scratches and dents. There were no transgressions submitted to HR for investigations during the quarter under review.
- In quarter 2: Target Met. Out of 34 roadworthy reported fleet vehicles, at least 7 of those were serviced within their due period. 173 trips were booked out - 89 of the 173 vehicles were authorised. Inspections, 40 vehicles were inspected in October 2019 without any findings. In November 2019 49 Vehicles were inspected 1 was found with a scratch on the bumper. In December 2019 49 vehicles were inspected without any findings. No Transgression were submitted to HR, nor forwarded to HR during the quarter under review.
- Notwithstanding achievement of the target it would appear that in Quarter 2 that only 89 out of 173 trips were authorised - as result 84 were not authorised and not reported as transgressions.

## KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 - 2)	% of KPI's Not Achieved	Number of KPI's Not applicable to in quarter 1 and in quarter 2 and KPI's on hold and Not Assessed/ not rated	Percentage of KPI's on Hold and Not Assessed
Good Governance & Public Participation	29	21	72.41	4	13.79	4	13.79



Within this section, as within all key performance areas, certain challenges and successes are experienced. These are summarized and reflected on as follows:

### 5.1 RISK AND FRAUD PREVENTION GGPP01

#### GGPP02-01 - Risk - Report Quarterly on matters of Risk to the Audit Committee

- Target met / achieved in both quarter 1 and quarter 2. Compliance Reports have been submitted to Internal Audit Unit for Audit Committee consideration on the 30<sup>th</sup> of September 2019 and the 6<sup>th</sup> January 2020.

#### GGPP02-01 - Conduct Fraud Prevention awareness

- No targets planned in quarter or quarter 2

### **GGPP01-03 - Develop a Conflict of Interests Declaration Register for staff and Councillors**

- Target Met. The Conflict of Interest Declaration Register for declaration of interest register for 2019/20 was developed for both Councillors and Employees.

### **5.2 Compliance GGPP02**

#### **Report Quarterly on matters of Compliance to the Audit Committee**

- Target met - Compliance Reports have been submitted to Internal Audit Unit for Audit Committee consideration on the 30th of September 2019 and the 6th January 2020.

### **5.3 Oversight GGPP03**

#### **Audit Committee meetings**

- In quarter 1 - Target Met. Audit Committee was held on the 26 August 2019.
- In quarter 2 - Audit Committee sat on the 18 November 2019.
- MPAC meetings
- In quarter 1 - Target Met. MPAC meeting was held on the 12 September 2019.
- In quarter 2 - Target Exceeded. MPAC meeting was held on 8 October 2019 and 6 December 2019.

#### **GGPP03-03 Council/Exco/ Management resolutions tracked**

- **Tracking of council resolutions**
- In quarter 1: Target did not meet no report was tabled during quarter 1
- Noted that the report on tracking council resolution for the fourth quarter is usually submitted in the first quarter of quarter 2 but it appears in this case it was not done.
- In quarter 2 Target Met. 1 Report submitted to Standing Committee and Exco in Quarter 2. the report on tracking of council resolutions of the first quarter was submitted in the second quarter.

#### **Exco and Council meetings**

##### **Council Meetings - GGPP03-05**

- In quarter 1: (1 Meeting planned) Target Exceeded. Council meetings were held on the 29 July 2019 and 30 September 2019.
- In quarter 2: (1 Meeting planned) Target Exceeded. Council meetings were held on the 06 November 2019, 29 November 2019 and 09 December 2019.

##### **EXCO meetings - GGPP03-04**

- In quarter 1: 3 Meetings Planned Target Met. EXCO meetings were held on the 24 July 2019, 28 August 2019 and 25 September 2019.
- In quarter 2: 2 Meetings planned - Target Met. EXCO meetings were held on the 22 October 2019 and 2 December 2019.

##### **Top Management meetings**

- In quarter 1: Target Met. Top Management meeting was held on the 22 July 2019.
- In quarter 2: Target Met. Top Management meeting was held on 1 October 2019.

#### **GGPP03-07 - Senior Executive Management Meetings held**

Quarter 1: Target exceeded. The SEM were held on the 6 August 2019, 14 August 2019 and 03 September 2019. 1 meeting more than the planned target

Quarter 2: Target Met. The SEM were held on the 4 October 2019 and 4 November 2019.

#### **GGPP03-08 - Report quarterly on the Institutional Audit Dashboard**

- Targets achieved in both quarter 1 and quarter 2: Quarterly Report submitted. 25 October 2019 and on 25 January 2020

#### **GGPP03-09 Conduct one (1) IT Security Audit**

No targets planned for in quarter 1 and quarter 2

**GGPP03-10 - Perform an IA Internal Quality Review in the fourth quarter and present the assessment results to the Senior Management and Audit Committee in the first meeting subsequent to the financial year end.**

No targets planned for in quarter 1 and quarter 2

#### **Monitor the implementation of the Audit Action Plan GGPP03-11**

- Target Met. The quarterly Audit Action Plan report was submitted to the Internal Audit Unit on the 30 September 2019 for the Audit Committee consideration.
- Target Met. Quarterly Audit Action Plan has been submitted to the Internal Audit Unit for the Audit Committee consideration on the 6 January 2020.

#### **Challenges**

- It is imperative that staff within the Internal Audit are developed and capacitated to perform all required audit functions and be utilized more efficiently, currently there only reliance only on the CEA to perform said Audit functions which has had a negative effect on the achievement of planned targets within the office of the MM. To ensure continuity within the unit the functions must be delegated to allow for other Internal audit unit staff to perform said functions.

### **5.4 COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION GGPP04**

#### **GGPP04-01 Wars Committee Meetings**

- Targets Met. Ward committees are meeting by quarter 2 17 Meetings were held and attended between from 8 August 2019 to 12 December 2019.

#### **GGPP04-02 Communication Plan**

- 2 Quarterly Report on the Implementation of the Communication Plan as approved by the Council and Submission of the approved communication plan
- Both quarter 1 and quarter 2 targets are not Met. The quarterly report on the implementation of the communication plan was not tabled to the standing committee.
- Targets are reliant on financial assistance required proper analysis and planning before the target is structured.
- Additional funds to be investigated and be requested during the budget adjustment period (February 2020).

#### **GGPP04-03 1 Internal Newsletter and 1 External Newsletter developed quarterly**

- The was not in quarter 1. The internal and external newsletters were not published.
- The target was met in quarter 2
- The outstanding newsletters must be published and issued as late submissions in order for this target to be achieved by quarter 4. This target to be managed and monitored over many financial years (more than four (4) - except one financial year this target has not been achieved). No motivation is usually provided for the non-performance. As a result of not having achieved the quarterly milestone in quarter 1 this will affect the overall achievement of the target in that it may be deemed not to have been achieved. There may be a performance or capacity and or resource problem that needs to be investigated within this division.

#### **GGPP04-05 - Number of Presidential Hotline queries responded to within 7 days**

- In quarter 1: Target met - two months of the quarter, the Presidential Hotline was on 100% and during September 2019 only 1 call was logged and was attended to by the Customer Care Officer.
- In quarter 2: Target Met. 3 reports submitted. During the month of October, the Presidential Hotline was on 99.06% and only 1 call was logged.

#### **GGPP04-06 - Report on number of Customer Complaints responded to within 7 days**

- In quarter 1: For the month of July, 2 complaints were logged and were closed after being attended to. For the month of August, 2 complaints were opened, one of which was for JGDM (water and sewer) of which an email was sent to them, and the customer gets feedback within 7-day period as per the policy. The other complaint was for community services on refuse removal and customer was given feedback as per policy within 7 days. For September, 1 complaint for JGDM on sewer was logged and elevated to them, the feedback was given within 7 days to the customer and the complaint was attended to.

#### **GGPP04-07 Mayoral Imbizos - 1 Meeting per Ward (17 Wards)**

- Target Met. Outreach was held in all 17 Wards of the municipality.

#### **GGPP04-08 - Integrated public participation forum**

- Target Met in both quarter 1 and quarter 2. 1 Meeting was held on the 20th August 2019 in quarter 1 and in quarter 2 on the 2 December 2019 in Council Chamber, Lady Grey.

#### **5.5 GGPP05-01 - Mainstreaming - Implementation of the HIV/Aids Strategy and plan - Implementation of the HIV/Aids Strategy and plan**

- In quarter 1 the was Target Met. Prison visit awareness was held on the 19 September 2019 in the Barkly East Prison. Local Aids Council Meeting was held on the 17 September 2019 in Lady Grey. Senqu Youth Council Meeting was held on the 13th September 2019 and HIV/AIDS Awareness Campaign was held on the 30th September 2019 at the Palmietfontein Clinic in collaboration with DoH.
- In quarter 2: Target was not Met. Local Aids Council Meeting was held on 18 November 2019; World Aids Day was held on 28 November 2019 at Patrick Shibane Stadium in Sterkspruit in collaboration with DoH. The Senqu Youth Council was scheduled for the 18 December 2019 but did not take place due to the unavailability of members.
- The Senqu youth council meeting was not held during quarter 2 as planned. 66,66% of the indicator was achieved and 33,33% of the indicator was not achieved.

Proactive Planning is integral when crafting the targets, it must be ensured that when planning dates for meetings that parties are aware of these dates. Planning dates for meetings so close to festive time is not considered ideal. When crafting milestones / indicators within a target issues beyond the target holders' control must be carefully considered as it can ultimately lead to not achieving a target notwithstanding that 50% of the indicators were met.

#### **GGPP05-02 - Implementation of the SPU Activity Plan**

- The activity plan was implemented as planned in quarter 1 and quarter 2.

#### **Number of SPU Structure meetings held (1 quarterly meeting per structure each quarter) Disabled, Elderly Person and Women and children Development**

- In quarter 1: Target Met. SPU Activity Plan developed and approved by Council.
- WEE AGM was held in Sterkspruit on the 22 August 2019.
- Women's Month Celebration took place in Lady Grey on the 06 September 2019.
- Disabled Structure Meeting took place on the 14 August 2019 in Sterkspruit.
- Elderly Forum Meeting took place on the 5th September 2019.
- Nelson Mandela Day was celebrated at the Old Age Home in Barkly East on the 19th July 2019.

#### **GGPP05-03 - SPU Structure meetings (1 quarterly meeting per structure each quarter) Disabled, and Women and children Development**

- In quarter 1: WEE AGM was held in Sterkspruit on the 22 August 2019; Disabled Structure Meeting took place on the 14 August 2019 in Sterkspruit.

- In quarter 2: Target Met. WEE meeting was held on the 9 October 2019 at Kwezi Naledi Hall, Lady Grey. Disability Structure Meeting was held at Barkly East Townhall on the 06 December 2019. Elderly persons meeting was held at Barkly East on 30 October 2019,

#### **GGPP05-04 Local AIDS Council meetings**

- In quarter 1: Target Met. 1 Local Aids Council Meeting took place in Lady Grey on the 17th September 2019.
- In quarter 1: Target Met. LAC was held on the 18 November 2019.

#### **GGPP05-05 - Senqu Mayoral Cup Held (target incorporates the youth festival)**

- Target Not Met. The youth festival was moved to be implemented in the fourth quarter. Senqu Target to be formally reviewed during mid-year budget adjustment period

#### **Challenges**

- Special Programmes should be made a vehicle for the economic emancipation where poverty alleviation programmes are ultimately turned to viable economic transformation programme, and this could be achieved only if the SPU section and LED section can find a common ground to make this a reality.
- Vigorous life changing programmes are required to be developed within both the SPU and HIV/AIDS sections for Senqu Municipality communities.

#### **CONCLUDING REMARKS**

Senqu Municipality must be commended for receiving a “clean audit opinion” for the sixth consecutive year.

Performance overall and in terms of pre-determined targets is reflected within the attached s72 report (excel spreadsheet). This details all pertinent performance targets that relate to the municipal strategic developmental objectives, against which the performance of the municipality has been assessed. It must be noted that while the narrative (as reflected above) exists in order to provide greater detail and background in support of targets that have/have not been met or the extent to which these have been met, the spreadsheet provides an account of specific targets and actual output in respect of each target. Actual performance on each indicator is evaluated and scored in terms of the rating calculator.

Notwithstanding the obvious performance successes, a number of concerns exist in terms of the way that targets are developed and the way that performance is monitored and reported on. The concerns that will be highlighted below are not new and have been highlighted for the past few years. We must acknowledge it is getting harder to remain at a clean audit opinion and Council/management/officials will no longer be able to skirt around these issues – performance assessment is required to be taken seriously and the organization will be required to adhere to required and related prescriptions and protocols. The following issues are highlighted:

- Not all Targets are planned for effectively and whilst improved not all targets are crafted according



to the SMART principles and as such are found to be: ambiguous, unrealistic, difficult, immeasurable, not achievable or time bound (or some combination of these);

- Targets must be more specifically stated;
- Baselines are not well documented or even accurate at times. These are required to accurately reflect progress in terms of the previous year's achievements in meeting specific targets. Very often the reporting information obtained and reflected from Directorates has little to do with the target itself and must be addressed/updated moving forward; these in fact assist in crafting the target.
- No support and input from Directors and management in Directorates in terms of the development of said targets
- Little co-operation in reporting input provision, the reporting is not always accurate and or qualitative – there appears to be no oversight in the Directorates
- There is a tendency from Directorates to either provide no progress reporting and or progress reporting that is often ambiguous not detailed and, **unrelated** to the actual target. While context and background are required and will certainly assist when putting together the annual report, it is important that the narratives directly address the target specified (first and foremost). In other instances, detail is lacking and/or is incomplete. Clearly this affects the ability to report accurately and the ability to manage performance ongoing. It also impacts directly on the ability to complete all other related reporting and compliance reporting. Every effort must be made to ensure the accuracy of reporting and to ensure that all statements made are validated by supporting documentation (portfolio of evidence available within departments). **EXAMPLE:** monthly reports are often required (as a target), when in fact, rather than just the presentation of the monthly report, a realistic number and or percentages of an increase in "road re-surfacing" should be reported on (determined from the baseline). Stated differently often the presentation of a report does not always talk to the content that is required to be included in that report – it is more than the presentation of the report per se...it is about what is required to change. Targets should be formally reviewed / re-written where this is noted;
- These same targets very often relate to reports that are submitted to standing committees monthly. It is not uncommon for it to be reflected that "three monthly reports are required to be submitted to the standing committee on a monthly basis" i.e. three per quarter. **During the second quarter difficulties with these targets are usually experienced due to the fact that Council goes into recess and meetings do not take place in December and January — resulting in fewer or no standing committees being run. Under these circumstances – reports are held back and submitted when Council opens again in January.**
- It is stressed that co-operation from all other Directorates and reporting and more specifically, **the timely qualitative reporting, continues to be a challenge. Performance reporting and assessment can only be as effective as the quality of performance reporting received.**
- Performance reporting (as whole) remains a challenge for Senqu Municipality. This is as a result of lack of understanding of the reporting standards and timeframes and this poses a huge risk to the Municipality of reporting incorrect information and a litigation by the community for falsifying council information.
- It is stressed that the information provided within strategic reports are reliant on the input information and statistics provided by the various Directorates, some who appear not to take this seriously, the information is delegated to junior staff members and are not checked for correctness, there continues to be difficulties experienced in validating data. The accuracy of all information provided can often not be assured.



- There is a misconception that the lacking or inadequate information is the responsibility of the co-ordinator and the consolidators of the report.
- This blatant negligence must be managed through tabling an item to MPAC, issuing of compliance notices and implementation punitive measures where required against the responsible Directors and Senior Managers within said Directorates, failing the Municipality will most likely at some point receive a qualification from the office of the Auditor General due to the negligence of certain Directors
- There are those that are consistent with reporting and have made improvements, but the same there is still a tendency to provide progress reporting that **is delegated to junior staff and not checked by the manager and directors – the reporting received is often unrelated to the actual target, notwithstanding the good detail provided (a compliance factor).** While this detail, context and background is required and certainly assist when putting together the Annual Report, it is important that the narratives directly address the target specified (first and foremost). In other instances, detail is lacking and/or is incomplete. Clearly this affects the ability to report accurately and the ability to manage performance ongoing (when a target owner provides detail but does not address the target directly). It also impacts directly on the ability to complete all other related reporting and compliance reporting. Every effort must be made to ensure the accuracy of reporting and to ensure that all statements made are validated by supporting documentation (portfolio of evidence available within departments).
- Finally, and in an effort to highlight an Issue that comes up annually it must be emphasized that all aspects of performance management and the application of the performance cycle are required to be strictly adhered to. In this regard, all coaching and assessment processes are required to be conducted in terms of the PMS Policy.
- By considering these issues and taking the appropriate remedial action as specified/suggested it will be noted that reporting and verification of data and meeting required targets will occur with even greater ease.

**We must always acknowledge the necessity to have early monitoring mechanisms in place to aid reporting and facilitate performance functioning.** These must be a current reflection of reporting.

**The achievement of Clean Audits has brought with it the pressure increases to maintain this standard.** What better way to achieve this than by ensuring that monitoring and reporting mechanisms are put in place in order to maintain and enhance this standard – and to ensure that this facilitates all other related reporting requirements?

Finally, and in an effort to highlight an issue that comes up annually it must be emphasized that all aspects of performance management and the application of the performance cycle are required to be strictly adhered to. In this regard, all coaching and assessment processes are required to be conducted in terms of the PMS Policy.

By considering these issues and taking the appropriate remedial action as specified/suggested it will be noted that reporting and verification of data and meeting required targets will occur with even greater ease.

## **DISCLAIMER**

The information provided within this report is reliant on the information provided by the various Directorates coordinated by the Governance and Compliance Division. Difficulties in validating data continues to be experienced and as such, the accuracy of all information provided cannot be assured.

It is the responsibility of all Directorates to provide the required information which is then required to be collated and submitted within the correct format. While it is acknowledged that certain directorates have attempted to provide this information as requested, many have not complied or submitted information incorrectly and/or extremely late. This situation may have been exacerbated due to recent issues that have surfaced in respect of certain contracts. Despite this, all parties are still within the employ of Senqu Municipality and are thus bound to provide required information and not to impede progress - especially in an area such as this, which has compliance responsibilities.

The greatest response to date has been from the Development and Town Planning Services Directorate and the Budget and Treasury Directorate. In addition to the dynamics currently at play, it appears that staff within other directorates appear to believe that it is the responsibility of the collators and the co - coordinators to provide all required information. This is unacceptable as the report is that of Senqu Municipality (with each directorate taking full responsibility for information relating to their specific directorate). Content and the accuracy thereof is not the responsibility of the collators' and the coordinators' - their role is simply to obtain, collate, align and restructure information provided and not to verify this in any way. In addition, it is the technical responsibility of all relevant directorate staff to provide inputs regarding performance and issues within their own directorates. They are required to take responsibility for any inputs provided as they are aware on a functional level as to what information is applicable / relevant. Under these circumstances the collators and the coordinators cannot be held accountable for the quality/accuracy/absence of information provided or the lack thereof.

As this is the first draft of this report, it is understood that certain information is still lacking from the information provided. The information is thus being presented with the full knowledge that certain of the detail provided might not reflect the required levels of accuracy. It is further noted that every effort has been made to align reporting to the information contained within other strategic and reporting documents. Notwithstanding, it must be noted that at times the manner in which the information is presented in these other documents may not align with the detail contained within this report, especially where additional detail is provided. Under these circumstances the collator is reliant on the information provided by the departments and is not able to validate this.

In instances where information is found to be lacking or inadequate you are hereby advised that the coordinator of this report has only been able to work with the information provided to them - and as much as they have attempted to validate this where possible they cannot be held accountable - for the reasons reflected above.

This is an extremely serious situation and must be regarded and handled as such ---- failure to comply and provide accurate data may have serious consequences for Senqu Municipality - not the least of which will relate to an audit qualification.

Under these circumstances it is advisable that this situation be taken up formally with MPAC and following investigation - those persons who are found to be non-compliant in this regard need to be issued with the relevant compliance order so that this matter may be addressed formally, appropriately and once and for all.

## **SENQU MUNICIPALITY**



### **SECTION 72 MID-YEAR PERFORMANCE REPORT AND ASSESSMENT: SDBIP**

#### **FINANCIAL YEAR 2019/2020**

**period 1 July 2019 to 31 December 2019**

**Attached as "Annexure A"**

Noted: In addition, the accounting officer must ensure that the financial performance information as at 31 December 2019 is submitted electronically to National Treasury on the Schedule C template format inclusive of the s72 report.

S72 SDBIP PERFORMANCE MID-YEAR REPORT (JULY 2019 - DECEMBER 2019)



Duration of task	Was the target achieved within the projected time frame?
Level of Complexity	Required problem solving (What problem-solving techniques occurred?)
	Reconciling different perceptions (What level of operation/complexity occurred?)
	Innovative/creative alternatives used (What innovative action was taken?)
Cost	Within budget? – To what extent were costs maintained within budget? Apparent Savings
Constraints	What constraints were expected? Did these occur? To what extent did this affect the desired outcome? What actions (especially proactive) were taken to resolve the issue? If yes, were steps taken to manage/reduce the effect of the constraints?  If not, did it beneficially affect the completion of the target? Any innovative/pro-active steps to manage the constraint?

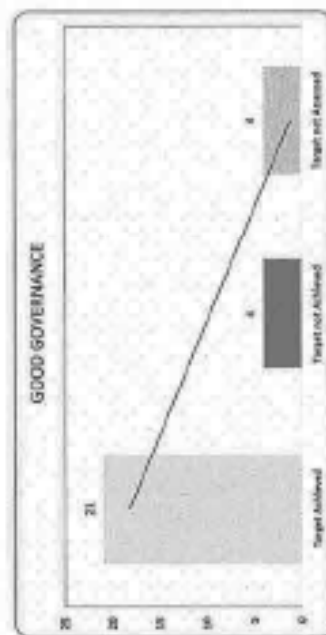
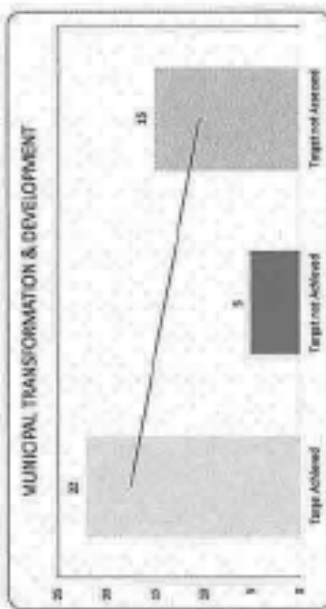
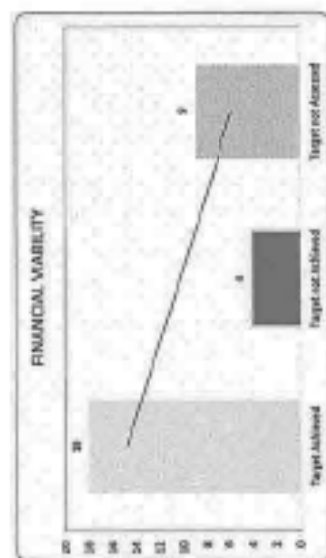
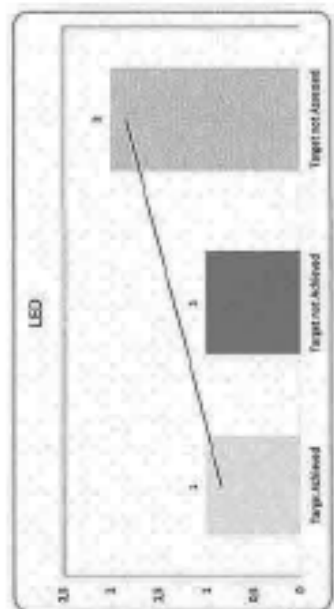
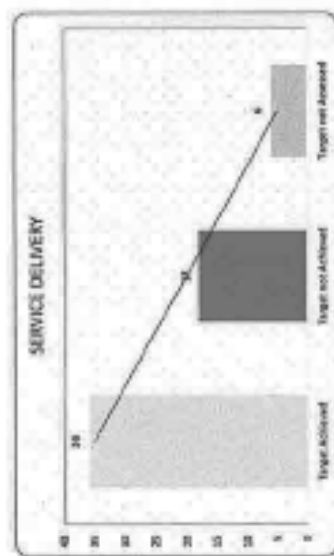
1	Unacceptable performance <b>BASIC LEVEL 1</b>	Performance does not meet the standard expected for the job. The review / assessment indicates that results are below fully effective against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. Failed to demonstrate the commitment / ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. No basic concepts, methods, and understanding of local government operations and requires extensive and development intervention
2	Performance not fully effective <b>BASIC LEVEL 2</b>	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan. Basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
3	Fully effective <b>COMPETENT</b>	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan. (Develop and apply more progressive concepts, methods and understanding. Plans and guides the work of others, and exercises progressive autonomy)
4	Performance significantly above expectations <b>ADVANCED</b>	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
5	Outstanding performance <b>SUPERIOR</b>	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above the fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year. (A comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods)
6	Targets not applicable in Quarter 1 and Quarter 2	Not Applicable
6	Targets unable to assess targets due to lack of information or lack of funding or other or target placed on hold	Not Applicable

# KPA/CMC BID YEAR SCORES

## SHIP SCORECARD ACHIEVEMENT – QUARTER 1 AND 2 (JULY 2019- DECEMBER 2019)

Target Achieved/Not Achieved (Inclusion of targets that are assessed and or not achieved)	
Target Not Achieved/Not Met (Inclusion of targets that are not met 100% against planned target - included are targets that have been met but with variations)	
Target Not Assessed/Target on Hold	

KPA	KPA WEIGHT	Total Number of KPI's Per KPA	Number KPI's FULLY Achieved and (Exceeding and or Over Achieved ) Target (Rating 3 – 4 and 5)	% of KPI's Achieved	Number of KPI's Not Achieved (Rating 1 - 2)	% of KPI's Not Achieved	Number of KPI's Not applicable to Q1 and Q2 and KPI's on Hold and Not Assessed not rated	Percentage of KPI's on Hold and Not Assessed
Service Delivery	20	40	36	90.00	14	35.00	6	15.00
LED	20	4	1	25.00	1	25.00	2	50.00
Financial Viability	20	31	18	58.06	4	12.90	9	29.03
Multi-stakeholder Transformation & Development	20	42	22	52.38	5	11.90	15	35.71
Good Governance & Public Participation	20	29	21	72.41	4	13.79	4	13.79
TOTAL	100	146	98	66.94	32	19.20	35	21.60



KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	IOP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 18 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT (AVERAGE) FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	KPA WEIGHT: 26
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure that the traffic section operates effectively and efficiently	TSW/PTC - 05001	05001-01	Report on Number of Vehicles Registered by 30 June 2020	12 Monthly Reports were submitted in 2019/2020	12 Reports on Number of Vehicles actually registered	CSO / E NDS System / Face reader/Manager Revenue	Vehicles successfully registered to digital license	Improved no of legally compliant registered and licensed vehicles	3 Monthly Reports on Number of Vehicles actually registered	Target like, 3 monthly reports were submitted. A total of 176 vehicles were registered in the first quarter.	3 Monthly Reports on Number of Vehicles actually registered	Target like, 3 monthly reports were submitted. A total of 182 vehicles were registered in the second quarter.	73	Q1: A total of 176 vehicles were registered, 58 vehicles registered in July 2019 of which in Lady Grey 14, Gariepfont 20 and in Barkly East 24. The report was submitted to Finance standing committee 16 August 2019. In August 2019 a total of 58 vehicles were registered in Lady Grey 7, Gariepfont 24 and 27 in Barkly East. The report submitted to Finance standing committee 13 September 2019. In September 2019 52 vehicles were registered in Lady Grey 8, Gariepfont 23, Barkly East. Report planned to be submitted to standing committee 15 October 2019.	MEASURES TAKEN TO IMPROVE PERFORMANCE: REMEDIAL ACTION / GENERAL COMMENTS
														Q2: " In October 2019, 68 vehicles registered, 15 in Lady Grey, 23 in Gariepfont and 27 in Barkly East. " In November 2019, 68 vehicles registered, 3 in Lady Grey, 21 in Gariepfont and 42 in " In December 2019, 27 vehicles registered in Lady Grey, 8 in Gariepfont and 14 in Barkly East.	



KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
STRATEGY	ICP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS			OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	REASONS TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	01 ACTUAL JULY-SEPTEMBER 2019	QTR 2			
To ensure that the traffic section operates effectively and efficiently	TNAFHO - B2001	B2001-02	Report on Number of Vehicles Licensed by 30 June 2020	15 Monthly Reports were submitted in 2019/2020	12 Reports on Number of Vehicles Licensed, actually Licensed	CSO / E Nails System / Face substantiated age November	Vehicles successfully licensed	Improved as all legally compliant registered and licensed vehicles	3 Monthly Reports on Number of Vehicles actually licensed per month	3 Monthly Reports on Number of Vehicles actually licensed per month	Target 162, 3 monthly reports were submitted. A total of 3,028 vehicles were licensed in the second quarter.	3		"In December 2019, 451 vehicles were licensed in Lady Grey, 311 in Bantagaput and 200 in Bantagaput East."

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	ICP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS						
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure that the traffic system operates effectively and efficiently	THURTC - 00004	S0001-03	Report on Number of people issued on Learners Licence by 30 June 2020	12 Monthly Reports were submitted in 2019/2020	12 Reports on number of people issued for Learners' Licence	Community Services/ Registered Traffic Officers / E Trade / From Vehicles	People legally issued for Learners' Licence	Increased numbers of legally registered drivers within the municipality	3 Monthly reports on number of people issued per month for Learners' Licence	Target Mar. 3 monthly reports were submitted. A total of 183 drivers were issued for learners licence	3 Monthly reports on number of people issued per month to Learners' Licence	Target Mar. 3 monthly reports were submitted. A total of 181 drivers were issued for learners licence	3	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION / GENERAL COMMENTS
									Target Mar. 3 monthly reports were submitted. A total of 183 drivers were issued for learners licence	Target Mar. 3 monthly reports were submitted. A total of 181 drivers were issued for learners licence	Target Mar. 3 monthly reports were submitted. A total of 181 drivers were issued for learners licence				
									OVERALL ACHIEVEMENT						
									REASON FOR REPORTED VARIANCE						
									MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION / GENERAL COMMENTS						



NPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													NPA WEIGHT: 25	
STRATEGY	IOP PROGRAMME NUMBER	NPA NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 18 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019		
To ensure that the traffic section operates effectively and efficiently	TSP/11C - 8501	8501-01	Report on Number of Vehicles Issued for Roadworthiness in Barkly East Testing Station by 30 June 2020	12 Monthly Reports were submitted in 2019/2020	12 Reports on number of Vehicles Issued for Roadworthiness in Barkly East	Director / Certified Testing Station / C/Head Examiners	Roadworthy Testing of Vehicles in Barkly East	Improved number of roadworthy vehicles	3 Monthly Reports on Number of Vehicles Issued per month for Roadworthiness at Barkly East Testing Station	Target Met, 3 monthly reports were submitted	3 Monthly Reports on Number of Vehicles Issued per month for Roadworthiness at Barkly East Testing Station	Target Met, 3 monthly reports were submitted	3	Quarter 1: For the roadworthy to be fully functional there is a need for a camera (all to be provided) One quotation has been procured for the camera, in progress of issuing two further quotations. A decision will be requested if other quotations are not obtained. Quarter 2: There were no vehicles tested for roadworthy.
			Report on Number of Road Offence Tickets Issued within Barkly Municipality to Road Users by 30 June 2020	12 Monthly Reports were submitted in 2019/2020	12 Reports on Number of Road Offence Tickets Issued	Director / Community Services/ Traffic Section Traffic / Patrol Officer/ Speed Enforcement	Road Offence Tickets Issued	Improved adherence to traffic rules	3 Monthly Reports on Number of Road Offence Tickets Issued per month	Target Met, 3 monthly reports were submitted. A total of 76 road offence tickets were issued for the quarter	3 Monthly Reports on Number of Road Offence Tickets Issued per month	Target Met, 3 monthly reports were submitted. A total of 115 road offence tickets were issued for the quarter	3	Quarter 1: In July 2019, 35 tickets were issued. In August 2019, 20 tickets were issued and in September 2019, 31 tickets were issued. In October 2019, 31 tickets were issued. In November a total number of 47 tickets were issued. In December a total number of 36 tickets were issued.
To ensure that the traffic section operates effectively and efficiently	TSP/11C - 8501	8501-02	Construction of a DLTC in Barkly East by June 2020	Consultant appointed in 2019/2020	Appointment of the Consultant and installation of 500m perimeter fence	Director / Community Services/Chief Traffic Officer/ Budget	DLTC construction in Barkly East	Improved conditions of DLTC services for Barkly East community. To increase revenue collection for the Municipality.	Preliminary Designs	Target not Met. The Preliminary Designs were not achieved, however, it was rejected by the adjudication committee saying that specification were not clear enough.	Preliminary Designs	Target not Met. Consultants not yet appointed and the Preliminary Designs not yet achieved.	2	Quarter 1: PAB and Director Community Services were instructed to conduct a visit to an existing DLTC in order to establish what the requirements are. The visit was conducted at Milla Milla Municipality. The project is to be re-allocated early November 2019 and will be phased in order to fit the required budget.

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	ID PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS			OVERALL ACHIEVEMENT FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS	
To provide sustainable infrastructure development by building and maintaining access roads, bridges and storm water	ROADS BRIDGES AND TRANSPORT INFRASTRUCTURE: BDO02	BDO 02-01	Maintenance of Roads as per the approved Maintenance Plan on a total of 37 228km of roads in Wards 1, 2, 4, 5, 11, 12, 13, 14, 15, 16 & 17	Maintenance of Roads in Wards 1, 2, 3, 4, 5, 7, 8, 14 and 15 of Council Approved Maintenance Schedule	12 Reports as per the approved Maintenance Plan on a total of 37 228km of roads in Wards 1, 2, 4, 5, 11, 12, 13, 14, 15, 16 & 17	Director Technical (T) / Manager Roads	Maintained road infrastructure	Extended life of access roads within the Service Municipality	QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019	3	Quarter 1: No Road maintenance was done in Ward 6 and Ward 11. Allocated to Political Intervention from Ward conditions across wards. Deviations from allocated maintenance plans. Major road maintenance plan approved for maintenance works to remain longer in specific ward i.e. ward 8. Informal deviations from the maintenance plan has exceeding effect on all other allocated targets for maintenance plans and associated time frames of the Roads Maintenance Plan. Further challenges associated with a reduced road was added to maintenance plan i.e. Ward 10. After maintenance plan approval this resulted in Ward 11 not being completed in time. Ward 5 was done in previous financial year done to previous financial year needed through an approval deviation.	Deviation not as reported and formally reported its compliance. A deviation report must be tabled through top management to social. Amendments to social targets must occur formally at mid year or as to evidence changes to social future audit queries from Internal Audit division and Auditor General. Conditions are to avoid political interference in making informal deviations to approval plans. Conditions to be well supported on what is identified as critical as not critical and on the basis of consequences associated with making informal deviations to approval plans. Manager of this division is required to ensure that planned and approved targets are met and adhered to and that any deviation is formalised not self-standing political pressure.
									3 Monthly Report on the number of km's maintained in wards 1, 2, 3, 4, 5, 7, 8, 14 and 15 of Council Approved Maintenance Schedule (Total 18 300 m)	Targeted to be done for July (Ward 6) done 49 km, Ward 11 done 7.24 km. Pot holes repaired, W 12, 311, W 10, 347, W 8, 305, 180m Water Cleared, W 16, 1530m For August W 6: 19,29 km done, Pot holes repaired, W 16, 205, W 10: 190, W 16: 65, For September Ward 10: 13,14 km done, W 10: 5,27 km done, Pot holes repaired, W 16: 201.	3 Monthly Report on the number of km's maintained in wards 1, 2, 3, 4, 5, 7, 8, 14 and 15 of Council Approved Maintenance Schedule (Total 18 300 m)	Target Expected: 3 Monthly Reports on km's maintained, W 11 - 20300m done, Difference of 17000m, W 14 - 20 km done, Difference of 800m, W 15 - 10000m done, Difference of 7800m, Ward 11 planned for Q1 was completed in Q2 (Total - 37 730) (Sustainable Infrastructure - Roads) Total: 25200 Pot holes Repaired: W 8: 201			
										Pot holes: - W 10: 300 Pot holes: W 15: 19 Pot holes: W 15: 1130 Pot holes (Must at 8 Gravel) Total Pot holes: 1312			Quarter 2: Targets were exceeded against planned targets in Wards 13 and 15 due to conditions identifying additional roads to be blocked and not providing critical roads that need re-graveling. An additional piece of work had to wait 14 weeks maintained. Ward 11 not completed in Q1 was completed in Q2 - 08 as challenge experienced road conditions not allowing plan to leave the wards before all roads they identified are maintained whether approved or not.		

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	EP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPEATED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									Q1 ACTUAL JULY SEPTEMBER 2019	Q1 Q12	Q2 ACTUAL OCTOBER DECEMBER 2019				
											Q1 ACTUAL JULY SEPTEMBER 2019	Q1 Q12			
To provide sustainable infrastructure development by building and maintaining access roads, bridges and storm water	B00 B0003 AND TRANSPORT INFRASTRUCTURE: B0002	B00 0002	Construction of 6 km Paved Roads with stormwater control (7% 11 in Begel flood site)	Appointment of the contractor in 2018/05/05	Construction of 4 km of Paved Roads (7% 11 in Begel flood site)	Director Technical/ (H0000001) PMU Manager	4 kilometers of paved roads with 1.5 storm-water control constructed in Ward 11 (Thabana, Buzana & Mapabobai)	Improved access to services	2 kilometers of paved roads with 3m stormwater channel in Begel flood site	Target Exceeded. Paved Roads 2.20 km completed. 0.12 km more than the planned target. Stormwater channel in 1.68 km more than the planned target was achieved	3	Quarter 1: Target Exceeded with 0.30 km for road paving and 1.30m stormwater channels. Quarter 2: Variance of 0.68 km less than for the quarter. The variance in quarter 1 was as a result of a week and half of work stoppages due to local climatic phenomena.	Formal control in the appointment of PMU's to be awarded. Formal Agreements must be entered into at the start of the projects - prior to work being carried out (Gravel and to be aware of all the conditions associated with the site type as to prevent a wide allocation labour around work stoppages and the like).		
			Construction of 6 km access road with 1.5 storm water control W1 by June 2019	Appointment of the contractor in 2018/05/05	Construction of 6 km access road with 1.5 storm water control	Director Technical/ (H0000001) PMU Manager	6 km of gravel roads with 1.5 storm-water control constructed in Ward 11 (Thabana, Buzana & Mapabobai)	Improved access to services	Construction 3km of gravel roads in Ward 11	Construction 3km of gravel roads with 1.5 storm-water control in Ward 11, construction completion	Target Met, 3km of gravel roads with 1.5 storm-water control in Ward 11 was achieved. Planned completion period in 11 December 2019	4	Quarter 1: Target exceeded - 2.25km more than the planned target was achieved. The weather conditions were favourable and the contractor delivered most of his resources at the beginning of the contract.		
			Construction of 6 km access road with storm water control W2 by June 2020	Appointment of the contractor in 2018/05/05	Construction of 7.65 km access road with storm water control	Director Technical/ (H0000001) PMU Manager	3 km of gravel road with storm-water control constructed in Ward 12 (Gaba, Makalabaling, Sarama & Spara)	Improved access to services	Construction 3km of gravel roads	Construction 3km of gravel roads	Target not met, Contractor not yet appointed. Project had a variance in terms of between the tender document, Budget and the 303P and the 303P to be constructed.	5	Quarter 1: Contractor not yet appointed. Project was rejected at the addition, as a result of the difference in kilometers on the tender document and on the approved budget. Quarter 2: Tender document will be changed to align to the project name in the budget. Project awaiting budget adjustment to align project name to the budget.	This will require thorough implementation of proper planning and communication between the project owner and the budget owner - to ensure that in the initial stages of the project proper requirements and the correct project development lies up with the correct budget discipline. The tender document will be amended and aligned to the budget, which reflects the actual of 7.0 km as requested with MDC.	

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														KPA WEIGHT: 28
STRATEGY	ICP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 10 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE (REMEDIAL ACTION) (GENERAL COMMENTS)
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To provide sustainable infrastructure development by building and maintaining access roads, bridges and storm water	090 00 00	Construction of 6 km of a New Canal Road with 1.5 of stormwater channels between Edinvalley and Fransby 30 June 2019	Appointment of the contractor to 20/10/2018	Construction of 6 km of a New Canal Road with 1.5 of stormwater channels	Director Technical (P0000000) (PMU) Manager	4 km gravel roads with storm water control constructed in Edinvalley - Fransby	Improved access to services	Construction 2km of gravel roads.	Target Exceeded. Work completed as per the target. 4.6km was achieved, 2.6km more than the planned target.	Construction 2km of gravel roads.	Target not met. 0.9 km was done during the quarter. Variance of 1.1 km less than the planned target.	2	Quarter 1: 2.6km more than the planned target was achieved. Weather conditions were favourable and the contractor dedicated its resources at the beginning of the project in order to complete any possible adverse weather conditions in the future. Quarter 2: Target not met with a Variance of 1.1 km less than the planned target. The variance in Quarter 2 was attributed to the Hauls being identified by the community which had to be managed before they could be constructed which led to the target not being achieved as planned.	In the initial stages of needs analysis consultation and planning a audit of the road infrastructure should be available to identify issues of scope and the like that need to occur prior to a project being undertaken.
	090 00 00	Renew Transwonder Bridge by 30 June 2020	New Indicator	Construction of a Bridge in Transwonder	Director Technical (P0000000) (PMU) Manager	Bridge Constructed	Improved access to services	Advancement of the contract	Target not met. The project was not advanced as planned, as result a contractor could not be appointed. It was planned to refer the project back to the specification contribution in October 2019.	Colour sand water	Target not met. Project was rejected by specification contribution. The indication was that projects should, from now on, have a GMP analysis before advertising and appointing Consulting Engineers.	1	Quarter 1: Not yet advertised, planned to go to the specification contribution in October 2019. 2nd quarter deployment was not done what needed to be done and an investigation was then conducted to identify what needed to be done.	Proper project planning needs to occur. GMP needs analysis to be undertaken. SCM interventions. Training on GMP processes. Inclusion of tender processes. Procedures - all parties and staff. PMU user deployment.





KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																
STRATEGY	IDP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE	KPA WEIGHT: 28	
To ensure effective management and maintenance of indoor municipal community facilities	B603-01	Renovate Bantay East Town Hall by 30 June 2020.	Appointment of the contractor in 2018/2019	Renovations and Completion of the Bantay East Town Hall.	Director Technical R 2000000 / PMU Manager	Facility renovated	Ensure asset lifespan	Construction as per construction programme	QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 1	Q2 ACTUAL OCTOBER-DECEMBER 2019	1	Quarter 1: Project was planned to be re-advertised in Q2 (October 2019) Quarter 2: The contractor pricing stated in the advert was not the correct pricing and tenderer another is go back to the specification committee for said to be advertised with the correct pricing, considering the budget amount and the contribution required	Project pricing planning needs to be re-advise. Supply Chain Management training is required (this includes all the tender committees established and all staff involved with project implementation and management).	
		B603-02	Report on Repairs and maintenance of Community Halls in Towns	2018/2019 Maintenance	12 Reports on 12 Halls Maintained and Repaired	Director Community Services/ Manager Annual/ Maintenance Budget R 200 000,00	Halls maintained and Repaired	Ensure asset lifespan	LADY GREY TOWN HALL • Replace living pit • Patch cracks and paint • Install double barrier door MULLERS HILL HALL • Repair fence • Replace gate	Target not met, project was done as follows: • Repair all four of cracks with levels • Patch cracks • Replace living pit • Paint all walls • Install double barrier door. MULLERS HILL HALL: • Repair fence • Replace gate	BLACA HALL • Repair fence • Paint all walls • Replace light bulbs • MULLERS HILL HALL • Replace and patch cornice on ceiling • Paint walls (kitchen, store room and change room)	Target not met, project was approved for re-advert in the second quarter.	3	Target not met, project was approved for re-advert in the second quarter. BLACA HALL: • Repair fence • Paint all walls • Replace light bulbs • MULLERS HILL HALL: • Replace and patch cornice on ceiling • Paint walls (kitchen, store room and change room)		

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	KIP PROGRAMS NUMBER	KIP NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 20 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS	OVERALL ACHIEVEMENT/ VARIANCE FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS			
To ensure effective management and maintenance of indoor recreational community facilities	INDOOR RECREATIONAL COMMUNITY FACILITIES - BSO03	BSO03-01	Report on the repairs and maintenance of Community Halls in Rural Areas	2019/2020 Maintenance	12 Reports on 13 Halls maintained and repaired	Director Community Services Manager Annualised Maintenance Budget R 553 726,96	Halls maintained and repaired	Ensure asset lifespan	WARD 4 HELICSE COMMUNITY HALL - Repair fence - Replace gate - Paint doors WARD 12 ESLAMUSE COMMUNITY HALL - Patch cracks and paint - Paint all doors WARD 13 INDOSHEL HALL - Fix leakage on roof - Replace corrugated board (gutter) - Paint all doors - Install manhole lid - Patch cracks and paint WARD 27 THASA LESCEBA HALL - Paint doors - Cast concrete apron WARD 27 THASA LESCEBA HALL - Repair fence - Replace gate - Paint all doors	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019	3	Quarter 1: Variance of 1 hall - The Helicse community hall was not able to be maintained due to the damage. Quarter 2: TENGABANK HALL: Additional unforeseen emergency maintenance work was carried out at TENGABANK Hall not included in the Maintenance plan - broken floor doors replaced and broken water pipes in the toilets replaced.	Analysis of the condition of halls prior to planning of targets to ensure a hall is not included in the targets that cannot be maintained.
									WARD 4 HELICSE COMMUNITY HALL - Repair fence - Replace gate - Paint doors WARD 12 ESLAMUSE COMMUNITY HALL - Patch cracks and paint - Paint all doors WARD 13 INDOSHEL HALL - Fix leakage on roof - Replace corrugated board (gutter) - Paint all doors - Install manhole lid - Patch cracks and paint WARD 27 THASA LESCEBA HALL - Paint doors - Cast concrete apron WARD 27 THASA LESCEBA HALL - Repair fence - Replace gate - Paint all doors	Target not met WARD 4 - HELICSE COMMUNITY HALL: maintenance was done as follows: - Repair fence - Replace gate - Paint all doors WARD 12 - ESLAMUSE COMMUNITY HALL: maintenance was done as follows: - Patch and paint all cracks in toilet room and passage to the backstage. WARD 13 - INDOSHEL HALL: - Fix leakage on roof WARD 7 - THASA LESCEBA COMMUNITY HALL: maintenance was done as follows: - Paint all doors - Fix leakage on the roof - Cast concrete apron - under the toilet - Patch cracks	WARD 16 TENGABANK HALL - Replace gate - Replace broken window glasses - Paint all doors - Install back boards and gutters WARD 25 PHELANDASA HALL - Replace front board, gutters, and down pipes - Replace lat for security doors TENGABANK HALL - Sand doors and repair - Replace gate - Replace gutter - Replace window glasses - Paint all doors - Install back boards and gutters	Target Exceeded. WARD 11 BLUE GUNSHALL: Maintenance was done as follows: - Clean the wooden stage and vanity - Install bangle on toilet doors - Paint steel frame on toilet - Paint window frame on toilet - Paint all doors - Install and connect electrical plug WARD 17 VOTZAMA HALL: Maintenance was done as follows: - Paint all doors - Replace toilet doors with bolts - Replace floor bolts WARD 19 TENGABANK HALL: - Replace gate - Replace door bolts - Replace broken window glasses - Paint all doors - Install back boards and gutters WARD 25 PHELANDASA HALL: - Replace front board, gutters, and down pipes - Sand doors and repair			







KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															KPA WEIGHT: 20
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To provide library services to all residents	LIBRARIES - 85006	85006-01	Signing of the SLA by the Municipal Manager and sent to DOPAC by 31 July	SLA signed on July 2018	Signed between 2 parties	Director Community Services/Manager of Activities	Compliance with the signed SLA	Improved library levels within the Sengca Communalities	SLA signed by the Municipal Manager and sent to the Department of Sports Arts and Culture	Target Exceeded. SLA was signed by the Municipal Manager and was sent to DOPAC on 18 June 2019.	Not a target in Q2	Not a target in Q2	4	*Quarter 1: Finalizing the SLA was done more effectively (processed document and sent before the due date).	This target should be revised to be in the last quarter and not in the first quarter.
		85006-02	Report on the Implementation of Library Services SLA with DOPAC	2018/2019 Report	4 Quarterly Reports on the Implementation of the SLA	Director Community Services/Manager of Activities	Compliance with the signed SLA	Improved library levels within the Sengca Communalities	1 Quarterly Report on the Implementation of the SLA	Target Met. Quarterly Report on the Implementation of the SLA was submitted to DOPAC on 11 October 2019.	1 Quarterly Report on the Implementation of the SLA	Target Met. Quarterly Report on the Implementation of the SLA was submitted to DOPAC on 7 January 2020.	3		The target should be revised more specifically to indicate that the quarterly report is submitted to DOPAC in the following month after the quarter.
		85006-03	Report on the statistics of books loaned and returned in each library	2018/2019 Report	4 Quarterly Reports on Statistics of books loaned and returned compiled for each library	Director Community Services/Manager of Activities	Number of books loaned and returned established	Improved functioning of the Library Services	1 Quarterly Report on the number of books loaned and returned	Target Met. Quarterly Report on the number of books loaned and returned was done.	1 Quarterly Report on the number of books loaned and returned	Target Met. Quarterly Report on the number of books loaned and returned was done.	3		
To create a healthy and sustainable environment by maintaining and developing public open spaces	PARKS AND PUBLIC OPEN SPACES - 85007	85007-01	Maintenance of National Roads	Appointment of the road contractor in 2018/19	Completion of the Road Rehabilitation Works	Director Technical Services/Manager of Activities	Road rehabilitation report.	Improved Community Liaison within the Sengca Municipal area	Completion of the road rehabilitation building	Target met. Contractor has been appointed and the road rehabilitation work is well advanced.	Construction of the additional block	Target Met. The construction has commenced in quarter 2 and will be completed in quarter 3.	3	Variance in quarter 1 was as a result of the Department not doing as per planned target preparations. The Department was planned to commence in the 2nd quarter (October 2018).	Variance in quarter 1 was as a result of the Department not doing as per planned target preparations. The Department was planned to commence in the 2nd quarter (October 2018).
		85007-02	Report on the maintenance of public open spaces (July, September and Early East)	2018/19 Report	4 Quarterly Reports on 3 parks maintained (2 July, 1 September, 1 Early East)	Director Community Services/Manager of Activities	Park maintained	Improved Community Liaison within the Sengca Municipal area	1 Quarterly Report on the number of parks maintained in July, September, and Early East.	Target Met. Monthly reports on the maintenance of the parks was done and submitted to the warding committees.	1 Quarterly Report on the number of parks maintained in July, September, and Early East.	Target Met. Monthly reports on the maintenance of the parks was done and submitted to the warding committees.	3		
		85007-03	Report on the maintenance of public open spaces (July, September, and Early East)	2018/19 Report	4 Quarterly Reports on 3 parks maintained (2 July, 1 September, 1 Early East)	Director Community Services/Manager of Activities	Park maintained	Improved Community Liaison within the Sengca Municipal area	1 Quarterly Report on the number of parks maintained in July, September, and Early East.	Target Met. Monthly reports on the maintenance of the parks was done and submitted to the warding committees.	1 Quarterly Report on the number of parks maintained in July, September, and Early East.	Target Met. Monthly reports on the maintenance of the parks was done and submitted to the warding committees.	3		

NSA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
STRATEGY	IDP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
								QTR 1	Q2 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019			
To maintain and control the municipal environment	LICENSING AND CONTROL OF ANIMAL - 05209	Updating of Stock Register	27/6/2019	Stock Register Quarterly Update for all Communities	Director Community Services/Manager of Animals	Register updated	Improved management of animals	1 Quarterly Register updated.	Target Met Quarterly Stock Register was updated during quarter one.	1 Quarterly Register updated.	Target Met Quarterly Stock Register was updated during the quarter.	3		
		Number of Animals in Communities	4 Animals were conducted in 27/6/2019	4 Animals in Held	Director Community Services/Manager of Animals	Animals registered on interlocking conducted	Improved management of animals within the Municipal Area	1 Animals	Target Met 1 Animals Campaign was conducted on 11 September 2019.	1 Animals	Target Met 1 Animals Campaign was conducted on 15 October 2019.	4		
		Construction of an Animal Pound in July 2019	All foundations are complete, earth works for internal roads complete, internal fencing complete. 27/6/2019	Completion of Animal Pound in July 2019	Director Technical Services/Manager of 1310	Animal pound constructed	Improved management of animals	construction of the pound house, completion of storage sheds	Target Met Project was completed at the end of September 2019, and the practical completion certificate was signed on the 17th of October 2019.	Construction complete	Target Met - The project was completed in quarter 1.	5		
To maintain and effectively operate the pounds	WASTE MANAGEMENT - RECYCLING 05209	Daily clearing of CSD spots in all towns.	6 Towns cleared	12 Monthly reports on domestic CSD Spots in all towns.	Director Community Services/Manager of 554.00	Clean Towns	Healthier and Clean living conditions	2 Monthly reports on cleaned CSD spots in all towns.	Target Met Daily Clearing of CSD Spots in all towns was done in the Quarter.	3 Monthly reports on cleaned CSD Spots in all towns.	Target Met 3 Monthly Reports on the clearing of CSD spots in all towns were submitted.	6		

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	KPI PROGRAMME NAME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To effectively manage and reduce waste	WASTE MANAGEMENT - TPC/OLING DSDOS	8005-02	Collection of Waste in Rural Areas	566,92 tons collected in 201900110	566,92 tons collected	Director Community Services/Manager in Ward/R 202 420,12	Road Side Waste collection	Improved Management of Waste Material	229,23 tons per quarter	Target Exceeded. A total of 265,1 tonnage was collected during this quarter. 125,87 waste tonnage more than planned	229,23 tons per quarter	Target Exceeded. A total of 242 Tons of waste collected in this quarter	5	*Quarter 1: 125,87 tons tonnage of waste collected than the planned target. - this was due to the clearing campaign conducted in this quarter and due to the Greater Municipality Competition - collection of extra areas required. *Quarter 2: During the festive season the generation of waste increased. Increased waste in the Business areas as they become more economical viable during such period. - 100,77 tons waste collected than planned	
		8005-03	Collection of Waste in Towns/OL/Inland areas and Spent/aged	691,482 tons collected in 201900110	691,42 tons collected	Director Community Services/Manager in Ward/R 1300 850,75	Waste Collected	Healthier and Clean living conditions	1702,73 tons per quarter	Target Exceeded. A total of 1707,2 tonnage was collected during this quarter	1702,73 tons per quarter	Target Exceeded. A total of 2294,49 tons of waste collected in the quarter	5	*Quarter 1: 200,57 more tonnage of waste collected than the planned target collected. This was due to the clearing campaigns conducted in this quarter. due to the Greater Municipality Competition which required extra collection bearing in areas. *Quarter 2: During the festive season the generation of waste increased. Increased waste in the Business areas as they become more economical viable during such period. - 540,75 tons more collected than planned	



KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	DP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 20 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To reduce waste through awareness campaigns	WASTE MANAGEMENT - RECYCLING 82009	82009-04	Waste campaign to be implemented in schools	2018/2019 the awareness was in Ward 10, 14, 15 and 16	6 Campaigns conducted	Director Community Services Manager Waste (R 20468)	Community waste awareness	Improved knowledge about waste management in Sengca Municipality	1 awareness in Ward 15 and 1 awareness in Ward 8	Target Exceeded. Three awareness conducted in the quarter at: Mthandeni Primary School ward 8 on 20 September 2019; Mthandeni Senior Secondary School ward 10 and Mthandeni Primary School ward 15 on August 2019.	1 awareness in Ward 14	Target Met. Waste Awareness was conducted in David Rose Arts Academy ward 14 on 20 November 2019.	4	Quarter 1: 1 Additional school as the target of Prevention Thuma Misa campaign was included	
		82009-05	Waste awareness Campaigns in Budgeted Wards	In 2018/2019 the awareness was done in wards 10, 12, 14, 15 and 16	6 Campaigns conducted	Director Community Services Manager Waste (R 20303)	Community waste awareness	Improved knowledge about waste management in Sengca Municipality	community waste awareness ward 15 and ward 16	Target Met. Waste Awareness and Cleaning Campaigns were conducted in ward 15 on August 2019, and 15 on 17 September 2019.	Waste awareness ward 10	Target Met. Waste awareness was conducted in Zwelithini community in the Month of December 2019	3		
		82009-06	Development of a Solid Waste Site in Ward 5 - Phosheane by June 2020	Site Phosheane 2018/2019 to be implemented	Construction and Completion of the Solid Waste Site in Ward 5 - Phosheane	Director Technical Services Manager Capital budget R 1200000	Waste Site Developed	Improved Management of Waste Material	Awaiting ECD from DNS	Target Met. Authorization has been granted. ECD received	Appointment of Contractor	Target not Met. The contractor has not been appointed. ECD will not carry out any work pending the approval of their Variation Orders.	2	Variance - Variation Orders not signed.	The Variation Order to be signed. The contractor to be appointed - noted the target. Implementation will be affected by the delays. The bottlenecks and solutions orders to be addressed.

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 20 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To effectively manage and reduce waste	WASTE MANAGEMENT - RECYCLING 85009	85009-07	Development of a Solid Waste Site in Ward 13 - Herschel by 2020	EIA Process 20/02/2019	Completion of the Solid Waste Site in Ward 13 - Herschel	Director Technical Services/ PMU Manager/ Capital Budget R1350000	Waste Site Developed	Improved Management of Waste Material	Awaiting RCD from CWS	Target not Met. The contractor has not been appointed. RCD received but not yet carried out any work pending the approval of the Variation Order.	Appointment of Contractor	2	Variance is as a result of the contractor not being appointed. The approval of Variation Order is outstanding.	The Variation Order to be signed. The contractor to be appointed - noted the target timelines will be affected by the delays. The contractor and the delays in signing off variations orders to be addressed.	
		85009-08	Upgrading of the Lady Grey Solid Waste Site	preliminary level complete, tender for construction, internal works complete 20/02/2019	Completion of the Lady Grey Solid Waste Site	Director Technical Services/ PMU Manager/ Capital Budget R 270000	Waste Site Upgraded to be HSDM Compliant	Improved Management of Waste Material	Installation of synthetic membranes layer	Target not Met. Project has been halted pending the contractor challenging the decision to be taken off site.	Construction completion	2	Variance as a result of a dispute.	Pending outcome of the dispute decision - target timelines to be reviewed mid year	
		85009-9	Development of a Solid Waste Site in Ward 15 - Rhodes by 2021	EIA Process 20/02/2019	Application for EIA	Director Technical Services/ PMU Manager/ Capital Budget R 410000	Waste Site Developed	Improved Management of Waste Material	EIA Process	Target not Met. The contractor has not been appointed. RCD received but not yet carried out any work pending the approval of the Variation Order and the approval of the Variation Order.	EIA Process	2	Variance is attributed to the contractor not being appointed. The approval of Variation Order is outstanding. The contractor to be appointed - noted the target timelines will be affected by the delays.	A second site has been identified and will be developed. A new application process will have to be undertaken. The Variation Order to be signed. The contractor to be appointed - noted the target timelines will be affected by the delays.	

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													KPA WEIGHT: 25	
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019		
To effectively manage and reduce waste	WASTE MANAGEMENT - RECYCLING B0209	B0209-10	Upgrading of the Solid Waste Disposal by 2020	petroleum fence complete, layer works for collection, internal pipe works complete. 20190319	Completion of the Solid Waste Disposal	Director Technical Services (PML) Manager Capital Budget R112-2225	Waste Disposal Upgraded to be MENA Compliant	Improved Management of Waste Material	Initiation of schedule maintenance	Target met. The installation will commence in October 2019 and is due to be completed early November 2019.	Consolidation of the waste management system	Target Met. The project completion certificate was issued on the 09 of December 2019.	The specialized installation company (SMM) did not have a approved location and the contractor only managed to make payment on the 10th September 2019 which contributed to the delay in the specialized installation company (SMM) with starting of project.	Appointment of sub contractors specialist (SMM) to multi-line part of land specifications and conditions. It must be ensured that they have the capacity to deliver on projects appointed.
		B0209-11	Development of Solid Waste Disposal Plant by 2020	Application for EIA	Director Technical Services (PML) Manager Capital Budget R000000	Site assessed and land allocated for other use	Compliance with MENA	EIA Process	Target met. Process is underway. Improving the originally planned plan was deemed not suitable due to housing development adjacent to the site. A second site was been chosen.	EIA Process	Target Met. The process of the EIA is still underway and the report has been submitted to the standing committee.	Variance in quarter 1 is attributed to the performance being reported and not deemed relevant due to housing development adjacent to the site.	Variance in quarter 1 is attributed to the performance being reported and not deemed relevant due to housing development adjacent to the site.	A second site has chosen - target reference to be reviewed next year
To improve the quality of life for residents by increasing the % of household receiving basic refuse collection	WASTE MANAGEMENT - RECYCLING B0209	B0209-12	Report on the percentage of households with access to basic level of refuse removal	75% of household have access to basic level of refuse removal 20190319	1 Annual Report on the percentage of households with access to basic level of refuse removal.	Director Community Development Services (PML) Manager Capital Budget R000000	Number of people with access to free basic refuse removal	Free level of delivery of services	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	
		B0209-13	75% of household have access to basic level of refuse removal	1 Annual Report on the percentage of households with access to basic level of refuse removal.	Director Community Development Services (PML) Manager Capital Budget R000000	Number of people with access to free basic refuse removal	Free level of delivery of services	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
That all registered indigent households receive free basic electricity and water services	FREE BASIC SERVICES B0210	B0210-01	Updating of the Indigent Register	Number of indigent beneficiaries is the 20190319 register	1 Updated Annual Register	Director Social Services (PML) Manager Capital Budget R000000	Approved and updated indigent register	Equal delivery of services to the community of Seneca Municipality	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	
		B0210-02	Report on the percentage of households with access to free basic services	40% of household earning less than 2 state pension fund per month with access to free basic services in the 20190319 register	1 Annual Report on the percentage of households with access to free basic services	Director Manager Services (PML) Manager Capital Budget R000000	Number of indigent people approved for free basic electricity	Equal delivery of services to the community of Seneca Municipality	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	KIP PROGRAMME NUMBER	KPM NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 16 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To reduce energy electricity leakage by installing and installation of new equipment in order to reduce losses and ensure compliance	ELECTRICITY AND STREET LIGHTING B0011	B0011-01	Electrification of Rural Area within Sengani Municipality by 30 June 2020.	881 Households electrified 2018/19	303 Households electrified	Director Technical Services/ Electrician/ Contractor/ R1200000	Households electrified in rural areas	Improved reliability and energy supply in Rural Areas	Adverse impact of the contractor -	Target Met. Tender advertised for contractor as tender Notice No. B/02/19	Appointment of Contractor	Target not Met. Tender to be re-advertised as Notice number 13/02/19-2020	2	The tender was not advertised on CDD website as a result the Adjudication committee withdrew the tender. The tender is to be re-advertised.	Management Staff and bid committees must undergo Training Workshops to create awareness and to manage the possible risks associated with continued flaws within tender process.
			Installation of new Pkg-Paid Meters throughout the Municipality.	In 2019/2020 48 meters were installed	32 New Meters installed	Director Technical Services/ Contractor/ R1200000	Variable Metering System	Improved Revenue Collection	8 Meters installed	Target Exceeded. (July 2019) 10 New Meters installed. (September 2019) 1 New Meter installed.	8 Meters installed	Target exceeded. 10 New Meters installed.	5	Quarter 1: 11 Meters installed. Target exceeded by 3 Meters. This is based on the request of New Customers applying for Electricity and can not be controlled as well as a target. Quarter 2: Target Exceeded by 11 more meters than planned.	Demanded management target and is influenced by public demand
			Replacement of existing meters throughout the municipality.	In 2018/2019 311 Meters were replaced	240 Replaced Meters installed	Director Technical Services/ Contractor/ R1500000	Variable Metering System	Improved Revenue Collection	20 Meters	Target Exceeded. (July 2019) 47 Meters replaced installed. (September 2019) 35 Meters replaced installed. Target exceeded by 12 Meters	63 meters	Target not Met. 92 Meters replaced. Variance of 49 meters to planned target.	Quarter 1: 92 Meters replaced. Target exceeded by 12 Meters against planned target. Quarter 2: Variance of 49 meters to planned target. Quarter 3: The variance is attributed to faulty Copying Meters which were used for repairs and unsuitable for installation. Tender Notice number 13/02/19-2020 was cancelled due to specifications not being approved by the Adjudication committee. The purchase of 240 meters was not possible due to unsuitable Tender processes. (Tender Notice number 13/02/19-2020).	Management Staff and bid committees must undergo Training Workshops to create awareness and to manage the possible risks associated with continued flaws within tender process.	

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	KPA PROGRAMME NUMBER	KPA NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				ORIGINAL AGREEMENT/ BUDGET FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019	Q4 ACTUAL JANUARY-MARCH 2020			
To maintain the existing electrical infrastructure through replacement of outdated equipment and installation of new equipment in order to reduce losses and ensure compliance	B8011-05	B8011-04	Repair and Maintenance Transformer in Ward 10, 11 and 15	5 transformers were sent for replacement. 2 transformers were replaced after initial assessment. 21/10/2019	4 transformers to be sent for replacement. 5 transformers to be replaced after initial assessment. 21/10/2019	Director Technical Services/ District Technical Services/ Controlled R433766.33	Monitor electrical outages	Electrical power supply stability	Appointment of the service provider. (Replaced transformer at W114.11 transformers).	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019	Q4 ACTUAL JANUARY-MARCH 2020	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
			Replace Street Lights in Ward 10, 11 and 15	199 street lights replaced in 2018/2019	58 Filings in W10, 58 Filings in W11, 58 Filings in W14 and 40 Filings in W15	Director Technical Services/ District Technical Services/ Controlled R1465663.30	Working Public Lighting	Improved reliability and community safety within the Municipality	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15	Ward 10: 5 Filings in W10, 5 Filings in W11, 25 Filings in W14 and 20 Filings in W15

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT															
STRATEGY	KIP PROGRAMME NUMBER	KPI NUMBER	KPI PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT (RATING FOR Q1 & Q2)	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To reduce energy security backlog by assisting Eskom with identification of critical areas as identified by Council.	ELECTRICITY AND STREET LIGHTING B2P11	DDP11-06	Monthly Reports to the Department of Energy on: Own Grids Allocation	12 Expenditure reports of DeE 2018/2019 Reported Grand allocated	12 Expenditure reports of DeE 2018/2019 Reported Grand allocated	Director Technical Services/ Electrical Controller /	Reports Complete on grand expenditure	Improved reliability and community safety within Service Municipality	3 Monthly Reports	Target incl. 3 Monthly reports submitted.	3				
		DDP11-07	Installation of Traffic lights in Gauteng.	New Indicator	Appointment of the Service Provider	Director Technical Services/ Electrical Controller (R) 200000	Traffic lights installed in Gauteng	Improve the flow of movement of traffic.	Adopt business for the Service Provider	Target incl. Meeting could not be held Q1 due to festive season and other commitments	1			Variance was as a result of Q1 activities not being able to attend the planned meeting - due to festive season and other commitments	Meeting will be held with Q1 before end of March 2020. (Previously held, however Q1 requirement). Target oriented to implement proper planning and communication prior to targets dates being established where a third party has influence on achieving a target.
		DDP11-08	The percentage of households with access to basic level of electricity	45% of households have access to basic level of electricity in 2019/2020	1 Annual Report on the percentage of households with access to basic level of electricity	Director Technical Services/ Electrical Controller	Number of people with access to basic electricity	Full level of delivery of services	Not a target in Q2	Not a target in Q2	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not achieved	

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													KPA WEIGHT: 25	
STRATEGY	TOP PRIORITISING NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To provide office space and parking by building new offices and renovating existing buildings	OFFICE SPACE B013	Renovate 2nd floor (PMU Age Home) and all infrastructure repairs in Main Building in Lady Grey municipal buildings.	Renovation to the 2nd floor, 2018/2019	Completion of the Renovation	Director Technical Services (PMU Manager) R0033000	Technical Services Offices Renovated	Improved working environment for staff members.	Renovations to the main building	Target not Met. Renovations to the main building not yet commenced as planned it was pending approval of the variation order submitted.	Land sweeping and renovation to the bottom floor of the old age home completed.	Target Met. Renovation to the bottom floor commenced in October 2019, and the landscaping has been completed.	3	Quarter 1: Renovation to the main building not yet commenced pending approval of the variation order submitted.	A meeting was requested with the CEO office in quarter 1 in order to speed up the critical variation order (VOC). Show SCM processes – SCM intervention is required in order to manage associated risks.
	OFFICE SPACE B012	Renovate Mayoral house	Completed Structure	Appointment of the consultant	Director Technical Services (PMU Manager) R004000	Mayoral house renovated	Safe & secure habitat area for the Mayor	Advertiser for consultant	Target not Met. Not yet advertised. No specification	Structural analysis and cost effective report	Target not Met.	1	Quarter 1: Variance as result of no advertisement as there were no specifications available. Not yet advertised. There were no specifications. Quarter 2: Gap analysis is required to be submitted to ESC which was only provided to the PMU Unit in Dec 2019.	Draft tender specification and refer to specifications committee at the beginning of quarter 2 (October/November 2019). Show SCM processes – SCM intervention is required in order to manage associated risks.
To ensure that all businesses operating in the Municipality have licenses and are operating according to legislation by 2022	LICENSING OF BUSINESSES B02 13	Management of the licensing of businesses licensing	2018/2019 Report	4 quarterly reports for the licensing of businesses licensing	Director Community Services Manager Amenities	Businesses licensed	Improve management of businesses	1 Quarterly Report on the licensing of businesses licensing	Target Met. 15 formal business licenses issued 5 in July 2019, 10 in August 2019 and 4 in September 2019. No informal licenses were issued during the quarter.	1 Quarterly Report on the licensing of businesses licensing	Target Met. 11 formal business licenses issued 4 in October 2019, 5 in November 2019 and 2 licenses in December 2019. 28 informal licenses were issued during the quarter.	3		

KPA 2: LOCAL ECONOMIC DEVELOPMENT													KPA WEIGHT: 20	
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q2 ACTUAL JULY-SEPTEMBER 2018	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2018		
To promote responsible tourism, who and heritage through continued support to local initiatives	TOURISM LED-01	LED01-01	Implementation of the Group marketing strategy derived from the Responsible Tourism Plan	27/03/2018 Reports	4 Quarterly Reports on implementation of the Group Marketing strategy and 1 Group marketing strategy	Director Development and Town Planning Services/Manager IPED	4 Quarterly Reports on implementation of the Group Marketing strategy	Well managed municipal area	1 Quarterly Report on implementation of the Group Marketing strategy	Targeted M&M. The quarterly report on the implementation of the Group marketing strategy was not sent to the standing committee as required.	1 Quarterly Report on implementation of the Group Marketing strategy	Targeted M&M. The show was not attended due to most commitment was away.	Variance attributed to the late submission of the quarterly report on the implementation of the Group marketing strategy to the SC and budget constraint measures subsequently implemented.	The strategy was sent to the August 2018 SC and the Quarterly Report sent to the November 2018 SC.
		LED01-01	Number of Economic Development Forum held	4 Economic Development Forum held 27/03/2018	4 Economic Development Forum held	Director Development and Town Planning Services/Manager IPED	4 EDP's held	Coordinated LED Programmes	1 EDP held	Target M&M. EDP was held on the 20th September 2018 in Glenhope.	1 EDP held	Target M&M. EDP was held on 28 November 2018		
		LED02-02	Report on number of jobs created through the LED initiatives including capital projects	142 jobs created through LED initiatives 27/03/2018	1 Annual Consolidated Report on number jobs created through LED initiatives including capital projects	Director Development and Town Planning Services/Manager IPED	Number of jobs created	Improved socio economic conditions of the poor	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q3	Not assessed	
		LED02-03	% of the municipal infrastructure capital projects in excess of R5 million, allocated to SMEs through sub-contracting	No baseline was provided at the time of development	30 % of the municipal infrastructure capital projects in excess of R5 million, allocated to SMEs through sub-contracting	Director Technical Services	Improved work opportunities for SMEs	Increase in revenue recycled in local economy	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q3	Not assessed	
To promote and attract development in the local economy through implementation of the LED strategy														



KPA 2: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY															
STRATEGY	IOP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure the efficient and effective procurement of goods and services	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MF/MV	MF-MV01-01	Development of the Institutional Procurement Plan	Procurement Plan Developed in 2018/19	1 Procurement Plan Developed	CFO/Manager Supply Chain/ Departmental Demand Plans	Plan Developed	Improved Management of Supply Chain Processes	QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019	3		Target to be formally reviewed mid year and be moved to Quarter 4.
		MF-MV01-02	Establishment and monitoring of the tender register for above R200 000 tenders.	2018/2019 Implementation Report	Contract Registers and 4 Quarterly Reports	CFO/Manager Supply Chain/ Departmental Demand Plans	Quarterly Monitoring Reports	Improved Management of Supply Chain Processes	1 Quarterly Contract Register	Target Met: The tender register for tender above R 200 000 is monitored. The report was submitted to the Standing Committee of October 2019	1 Quarterly Contract Register	Target Met: All contracts are monitored and the register includes the contract amount, start and end dates.	3		
		MF-MV01-03	Manage and Monitor SLA's that will result in expenditure	2018/2019 Report	4 Monitoring Reports on Contracts and SLA's	CFO/Manager Supply Chain/ Departmental Demand Plans	Quarterly Monitoring Reports	Improved Management of Supply Chain Processes	1 Quarterly Monitoring Report on Contracts and SLA's that result in Expenditure	Target Met: Service Level Agreements are managed and monitored.	1 Quarterly Monitoring Report on Contracts and SLA's that result in Expenditure	Target Met: All contracts are monitored and the register includes the contract amount, start and end dates.	3		

SGA 1: MUNICIPAL FINANCIAL MANAGEMENT & VARIETY															
STRATEGY	ICP PROGRAMME NUMBER	KEY NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE (MEMORIAL ACTION) / GENERAL COMMENTS
To ensure the efficient and effective procurement of goods and services	SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - INPUT	WFM/ST-01	Number of Specifications Meeting held	17 Meetings were held in 2018/2019	4 Meetings held	ICP Manager Supply Chain Departmental Demand Plans	Meetings held	Improved Management of Supply Chain Processes	Q1S 1	Q2 ACTUAL JULY-SEPTEMBER 2019	Q1S 2	Q2 ACTUAL OCTOBER-DECEMBER 2019	4	Quarter 1: The target was exceeded with 2 more meetings than the planned target. Quarter 2: The target is exceeded with 3 more meetings more meetings than the planned target.	Actual that notwithstanding the target has been exceeded it would appear that there is demand for more specifications meetings this could be due to the many anomalies that have been occurring with roomed submissions of specifications from project owners. Whilst the many more meetings held it would appear that this does not contribute to making the performance efficient.
		WFM/ST-05	Number of Evaluation Meetings held	18 Meetings were held in 2018/2019	4 Meetings held	ICP Manager Supply Chain Departmental Evaluation Reports	Meetings held	Improved Management of Supply Chain Processes	1 Meeting	Target Exceeded: There were 4 evaluation meetings held in the first quarter. Evaluation meetings were held on 1 July 2019, 1 August 2019, 22 August 2019, and 16 September 2019.	1 Meeting	Target Exceeded: There were 4 meetings held during the quarter, 6 October 2019, 10 October 2019, 23 October 2019 and 21 November 2019.	4	Quarter 1: The target is exceeded with 3 more meetings than the planned target. In Quarter 2: The target is exceeded with 3 more meetings than the planned target.	
		WFM/ST-06	Number of adjudication meetings held	3 Meetings were held in 2018/2019	4 meetings held	ICP Manager Supply Chain Departmental Evaluation Reports	Quarterly Adjudication Reports	Improved Management of Supply Chain Processes	1 meeting held	Target Exceeded: There were 4 adjudication meetings held during the quarter on the 17th of October 2019, the 4th of November 2019, the 22nd of November 2019 and the 17th of December 2019.	1 meeting held	Target Exceeded: There were 4 adjudication meetings held during the quarter, on the 17th of October 2019, the 4th of November 2019, the 22nd of November 2019 and the 17th of December 2019.	4	Quarter 1: The target is exceeded with a surplus of 3 more meetings than the planned target. In Quarter 2: The target is exceeded with 3 more meetings than the planned target.	

GOA 2: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY														KPIA WEIGHT: 20	
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KPI PERFORMANCE INDICATOR	BASELINE 20 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL AGREEMENT/ RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q2 ACTUAL JULY-SEPTEMBER 2018	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2018			
To ensure monitoring of Municipal Assets per Department through regular asset audits and reporting	ASSET MANAGEMENT- MUMBAI	MUMBAI-01	Update the Departmental Asset Register twice a year	2018/2019 Departmental Register	2 Reports on Additional Assets purchased per Department	CI-Collapsing Supply Chain Register	Quarterly Reports on Additions and new Reports on Disposals	Improved management of municipal assets	Met a target in Q1	Met a target in Q1	1 Report on Additional Assets per Department	Target Met. Report on additional assets was submitted. The assets addition register was updated with all tangible and non-tangible assets bought in October 2018 - November 2018 and December 2018.	3		
		MUMBAI-02	Perform the Annual Asset Count	2018/2019 Asset Count Report 1	1 Annual Asset Count Performed	CI-Collapsing Supply Chain	Asset Count Report developed	Improved management of municipal assets	Met a target in Q1	Met a target in Q1	Not a target in Q2	Met a target in Q2	Not assessed		

KPA 3. MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY																	
STRATEGY	IDP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS			
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019						
To actively assess and report on the % of the budget spent as expressed by the ratios	FINANCIAL MANAGEMENT - NRMV03	NRMV03-01	Report on Financial viability as expressed by the ratios in the graphs.	2018/2019 Ratios	1 Annual Report on the Ratios	CFO/MANAGER @100% Financial System will Overlook	Report on Ratios	Improved management of municipal financials and other resources	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed				
		NRMV03-02	Complete Supplementary valuation roll	2018/2019 Valuation Roll	1 Annual Supplementary Valuation Roll completed	CFO/Manager Revenue @ 100% 212,12	Actual Supplementary Valuation conducted	1 Annual Supplementary valuation roll	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed				
To segment and profile the municipal revenue base by providing accurate bills for services rendered	FINANCIAL MANAGEMENT - NRMV03	NRMV03-03	Report on correct billing of consumers	2018/2019 method actual income billing reported	12 Monthly Reports on 100% Correct billing of consumers with a 2% variance factor	CFO/Manager Revenue @100 (Financial System)	Review of consumers correctly billed	Improved Revenue collection and management of municipal financial resources	3 Monthly Reports on 100% Correct billing of consumers with a 2% variance factor	Target Met: There were 2 527 accounts billed in July 2019 this reflected 100% and 3 417 accounts that were July paid. There were 9 033 accounts billed in August 2019 this reflected 100% and of those 2 546 were July paid and there were 6 525 accounts billed in September 2019 this reflected 100% and of those 2 604 were July paid.	3 Monthly Reports on 100% Correct billing of consumers with a 2% variance factor	Target Met: 3 Monthly reports were submitted. In October 2019, 3 511 accounts were billed of which 2 604 were July paid. In November 2019, 3 403 accounts were billed of which 2 598 were July paid. In December 2019, 3 483 accounts were billed of which 2 613 were July paid.	3				
		NRMV03-04	Report on actual revenue collected	2018/2019 Total Revenue collected	4 Quarterly Reports on the actual collected revenue	CFO/Manager Revenue/ Financial System	Total Planned Revenue collected	Improved Revenue collection and management of municipal financial resources	1 Quarterly Report on the actual collected revenue	Target Met: The collection rate shows an average of 42,56% for the first quarter. The report for the first quarter was submitted to the finance standing committee on the 15 October 2019.	1 Quarterly Report on the actual collected revenue	Target Exceeded: Quarterly report submitted. The collection rate has increased drastically from 42,56% (Q1) to 135 % in (Q2) this is due to the recovery of arrears.	4				

NP4.1: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY														
STRATEGY	ICP PROGRAMME NUMBER	KEY NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q2 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019		
To expand and protect the municipal revenue base by providing accurate info for services rendered	FINANCIAL MANAGEMENT - NP4/19	NP4/19-05	Reporting of Unauthorised, Irregular, Frivolous and Wasteful expenditure and Minor Breaches	2018/2019 Reports	4 Quarterly Reports of Unauthorised, Irregular, Frivolous and Wasteful expenditure and Minor Breaches	ICF Director Developed and implemented Town Planning Services/Manager Supply Chain Manager Governance and Compliance	4 Quarterly Reports of Unauthorised, Irregular, Frivolous and Wasteful expenditure and Minor Breaches	Improved management of municipal finances	1 Quarterly Report of Unauthorised, Irregular, Frivolous and Wasteful expenditure and Minor Breaches	Q2 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019	3	Reports are submitted to council for consideration of Unauthorised, Irregular, Frivolous and Wasteful expenditure and Minor Breaches
			Completion and submission of Legally Compliant AFS	2018/2019 AFS	Completion of 2018/2019 AFS by 31 August 2019	ICF/AFS Director	Legally compliant AFS	Improved reporting on public funds	Submission of 2018/2019 AFS by 31 August 2019	Not a target in Q2	Not a target in Q2	3	Target Met " During October 2019, the municipality did not incur Unauthorised, Irregular, Frivolous and Wasteful expenditure. During November 2019, the municipality incurred irregular expenditure according to R28 (r1)76. There was no Frivolous and Wasteful expenditure.	
		NP4/19-07	Review of adopted financial policies annually	2018/2019	Review Policies	ICF/CHIEF/CHIEF Supply Chain Manager/CHIEF Manager/CHIEF Manager/CHIEF Manager	Legally compliant policies	Improved management of public funds	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		

KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE (REMEDIAL ACTION) GENERAL COMMENTS
									QTR 1	Q3 ACTUAL JULY - SEPTEMBER 2018	QTR 2	Q3 ACTUAL OCTOBER - DECEMBER 2018			
To annually report on the % of the Municipality's budget actually spent on capital projects identified a particular financial year in terms of the Municipality's IDP	FINANCIAL MANAGEMENT - FINANC	FINANC-02	Report on the % of operational budget actually spent	2016/2017 Operational Budget Actually Spent	Report on 100% Expenditure of the Operational Budget by the end of the financial year	CFP/ROOD Financial System All Directors	Monitoring and implementation of the budget	Improved management of public funds and delivery of services	3 Monthly Reports on the actual operational budget % spent (25% by the end of the quarter)	Target not Met. The capital budget spent as at 31 September 2018 is 42%, variance of 58%.	3 Monthly Reports on the actual operational budget % spent (25% by the end of the quarter)	Target not Met. The operational budget spent as at 31 December 2018 is 42%.	2	"Quarter 1: A variance of 5% to planned target." "Quarter 2: A variance of 8% to planned target."	Proactive Monthly management and monitoring of budget expenditures
			Report on % Capital budget actually spent	2016/2017 Capital Budget Actually Spent	Report on 100% Expenditure of the Capital Budget	CFP/ROOD Financial System All Directors	Monitoring and implementation of the budget	Improved management of public funds and delivery of services	3 Monthly Reports on the actual Capital budget % spent (25% by the end of the quarter)	Target not Met. The capital budget spent as at 30 September 2018 is 22%, variance of 78%.	3 Monthly Reports on the actual Capital budget % spent (25% by the end of the quarter)	Target not Met. The capital budget spent as at 31 December 2018 is 42%.	2	"Quarter 1: A variance of 3% to planned target." "Quarter 2: A variance of 18% to planned target."	Proactive Monthly management and monitoring of budget expenditures
		Report on % of Conditional grants received actually spent	2016/2017 Conditional Grants Actually Spent	Report on 100% Expenditure on Conditional grants received	CFP/ROOD Financial System All Directors	Monitoring and implementation of the budget	Improved management of public funds and delivery of services	3 Monthly Reports on the actual % of Conditional Grants received spent (25% by the end of the quarter)	Target Exceeded. The conditional grants spent as at 30 September 2018 is 20%.	3 Monthly Reports on the actual % of Conditional Grants received spent (25% by the end of the quarter)	Target Exceeded. The conditional grants spent as at 31 December 2018 is 53%.	4	"Quarter 1: Target exceeded by 10% to planned target." "Quarter 2: Target exceeded by 17% to planned target."		
To ensure good payroll management and implementation	PAYROLL - PAYROLL	PAYROLL-01	Management of Payment of Salaries	2016/2017 Payroll Reports	12 Reports on all salaries paid monthly	CFP/Finance Director/Service/Manager Supply Chain Manager HR Financial System / Payroll amendments reports	Report on the payment of salaries	Improved management of municipal financial	3 Monthly Reports on all salaries paid monthly	Target Met. Salary amendments were made and reflected as per submissions made in July 2018, August 2018 and September 2018. These include the July salary increases that were calculated internally and no complaints were submitted on same.	3 Monthly Reports on all salaries paid monthly	Target Met. Amendments to individual salaries and the total monthly salary bill were submitted to Finance for implementation by the due date. These were acknowledged as per the terms submitted to the Governing Committee.	3		

KPA 1: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY																
STRATEGY	IDP PROGRAMME NAME	KPI NUMBER	KPI PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT/ RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS	
									QTR 1	Q2 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019				
To ensure compliance with the MFMA and MSA requirements regarding the adjusted budget and annual budget	BUDGET COMPLIANCE - MFMA/MS	MFMA/05-01	Completion of the Annual budget for 2020/2021	2018/2020 Budget	2020/2021 MFMA Compliant budget by 31 May 2020	CPD/ Financial System All Directors / Executive / Disclosures /	MFMA Compliant budget	Improved Municipal Financial Planning	Met a target in Q1	Met a target in Q1	Met a target in Q2	Met a target in Q2	Not assessed			
		MFMA/05-02	Completion of the Adjusted budget by 28 February 2020	2018/2020 Adjusted Budget	MFMA Compliant 2020/2020 Adjusted budget	CPD/ Financial System All Directors / Executive / Disclosures	MFMA Compliant adjusted budget	Improved Municipal Financial Planning	Met a target in Q1	Met a target in Q1	Met a target in Q2	Met a target in Q2	Not assessed			
		MFMA/05-01	Development and submission of the section 71 (1) report to the Mayor and National Treasury within 10 working days	2018/2020 reports for 2018/2020	2018/2020 reports on Section 71 (1) developed	CPD/ Financial System / Treasury / Template / All Directors	Compliance with Treasury Regulations and the MFMA	Improved Financial Management and Reporting	3 monthly Reports on development of section 71 (1) reports and submission to the Mayor and National Treasury within 10 working days	Target Met: The 31 reports on the Mayor for July 2019 submitted on the 14 August 2019. The August 2019 report submitted on the 12 September 2019 and the September 2019 report was submitted on the 14 October 2019.	3 Monthly Reports on development of section 71 (1) report submitted on the Mayor's submission to the Mayor and National Treasury within 10 working days	Target Met: The report for October 2019 was submitted on the 14th of November 2019. The report for November 2019 was submitted on the 13th of December 2019. The report for December 2019 was submitted on the 15th of January 2020.	0			
To develop and submit 5 7.1, 5 7.2 & 5 20 reports as per MFMA guidelines and provisions	RECORDING - MFMA/MS	MFMA/05-02	Completion and submission of the Mid-Year Budget and Performance Report (MYR)	2018/2020 Mid-Year Budget and Performance Report	2018/2020 Mid-Year Budget and Performance Report (submitted by 28 January 2020)	Director Development and Planning Services/ CFOs/ Mayor Governance and Compliance	Mid-Year Report Completed	Structured and improved Planning, Monitoring and Evaluation	Met a target in Q1	Met a target in Q1	Met a target in Q2	Met a target in Q2	Not assessed			
		MFMA/05-01	Completion of the section 50 (6) Reports	3 Reports submitted by 2018/2020	3 Section 50 (6) Reports completed (First Quarter - October 2019, Second Quarter - April 2020, and Third Quarter - July 2020)	Director Development and Planning Services/ CFOs/ Mayor Governance and Compliance	Section 50 (6) Completed	Improved Financial Management and Reporting	1 Report Completed	Target Met: The 50(6) report submitted to the Council meeting of October 2019	Met a target in Q2	Met a target in Q2	0			

KPA 1: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure a continually secure, effective and efficient ICT services through implementation of ICT policies and plans and upgrading of ICT equipment	IT - MPMAT	MPMAT-01	Review of the IT Disaster recovery plan and IT Strategic plan	Policies were Reviewed in 2018/2019	Reviewed of the IT Disaster recovery plan and IT Strategic plan	ICP/Manager Manage/Provision Office / Software Service Provider	Reviewed IT Governance Framework	Secured IT data	Met a target in Q1	Met a target in Q1	Met a target in Q2	Met a target in Q2	Met assessed		
		MPMAT-02	Systems downtime for email and internet, as a result of hardware or network failure (3hrs)	Sms in 2018/2019	4 Quarterly Reports on the Systems downtime for email and internet as a result of hardware or network failure	ICP/Manager IT	Server Downtime monitored	Improved Management of IT	1 Quarterly Report on the Systems downtime for email and internet as a result of hardware or network failure	Target Met. There was no systems downtime during the first quarter the report was submitted to the Finance IG as per planned target reduction.	1 Quarterly Report on the Systems downtime for email and internet as a result of hardware or network failure	Target Met. 3 monthly reports submitted. * During October 2019, there was 4 hours of downtime for the email and 4 hours for the internet. * During November 2019, there was 5 hours of downtime for email and no downtime for the internet. * During December 2019, there was 5 hours of downtime for email and no downtime for the internet.	0		March Quarter 2: October 2019, November 2019 and December 2019 down time was attributed to network failure. Services needed to be restored manually. The downtime usually does not exceed 3 hours, however this was exceeded by 1 hour during October 2019 and by 3 hours during November 2019 and by 2 hours in December 2019.
		MPMAT-03	Monitoring and Maintenance of the Servers	2018/2019	4 Quarterly Reports on the monitoring and maintenance of the server	ICP/Manager IT	Maintained Servers	Improved IT Management	1 Quarterly Report on the monitoring and maintenance of the server	Target Met. There was no systems downtime during the first quarter and the report was submitted to the Finance IG as per planned target reduction.	1 Quarterly Report on the monitoring and maintenance of the server	Target Met. 3 Monthly reports submitted. * During October 2019, there was 4 hours of downtime. * During November 2019, there was no downtime for the server. * During December 2019, there was no downtime for the server.	3		
		MPMAT-04	Purchase a New Server	1 Server purchased	Purchase 1 Server	ICP/Manager Supply	Server Purchased	Increased volume of storage of municipal information	Met a target in Q1	Met a target in Q1	Met a target in Q2	Met a target in Q2	Met assessed		



GPA 2: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 20 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT/ RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure a cost-effective, secure, efficient ICT service through implementation of ICT policies and plans and upgrading of ICT equipment	IT - IMPACT	IMPACT-05	Monitor and Manage the IT Back Up System	20 000/19 Reports/4	Quarterly Reports on the Monitoring of IT Back Up System	ICT Collaboration IT	Reports Completed	Improved IT Management	1 Quarterly Report	Target Met. The IT Back-up system of the municipality are monitored and maintained. There was no backup downtime. During November 2019, the back up domain controller was down for 4 hours. * During December 2019, the back up domain controller was down for 3 hours. * During December 2019, there was no downtime for the back-up domain controller.	1 Quarterly Report	Target Met. The reports were submitted. * During October 2019, the back-up domain controller was down for 4 hours. * During November 2019, the back up domain controller was down for 3 hours. * During December 2019, there was no downtime for the back-up domain controller.	3		
			Conduct IT needs assessments per department and purchase the identified equipment	20 000/19 Needs Assessment	1 Assessment Report and IT equipment purchased	ICT Collaboration IT	Assessment Completed	Improved IT Management	Assessment report	Target Met. The IT needs assessment for the 2019/2020 fourth quarter is the IT steering committee meeting. The tender for the purchase of IT Equipment was advertised on the 8 August 2019, closed on the 30 August 2019.	Advertising for the service provider	Target not Met. Service Provider advert did not go out as it was not approved.	2	Violation. The approved advert for a Service Provider was not advertised as required.	SDM intervention to ensure optimum performance as there is a variance of dependency on DDM to advertise for Service Providers. All parties - SCM and project environment to be worked on to understand the relationship and interdependencies of each other in such processes. It must be established why the approved advert was not published. An IT Manager has been appointed and will assume duties on the 2nd of January 2020. We will enable the section to function optimally.
		IT Steering Committee	4 meetings held in 20 000/19	4 Meetings held	ICT Collaboration IT	Meetings Held	Improved IT Management	1 Meeting	Target Met. The IT Steering Committee was held on the 25 September 2019.	1 Meeting	Target not Met. There was no steering committee held during the quarter.	2	Violation of 1 meeting. The IT Manager resigned and as a result the IT Steering Committee meeting planned for quarter was not held.	The IT Manager has been appointed and will assume duties on the 2nd of January 2020. We will enable the section to function optimally. An additional meeting will have to be held in order to achieve this overall target by quarter 4.	

WYA 4. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT														
STRATEGY	IDP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS	
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To develop, adopt and implement the workplace skills plan (WSP)	MTD01-01	Development of the 2020/2021 WSP by 30 April 2020	2018/2019 WSP	2020/2021 WSP Developed and submitted to LGSETA	Director Corporate Services at HR	WSP Developed	Improved capacity of employees to carry out their duties	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
	MTD01-02	Report on the number of training initiatives for staff implemented in terms of the Workplace Skills Plan	2018/2019 WSP Implementation Report (SILS) (SILS) (SILS)	4 Quarterly Reports on training initiatives implemented for staff (SILS)	Director Corporate Services at HR R 2020/21/73	Capitalisation of employees	Improved capacity of employees to carry out their duties	Report on 26 training initiatives implemented for staff	Target not Met. Report on 26 initiatives implemented in quarter 1 was submitted to the Training Committee and the Standing Committee for their consideration. A number of challenges were raised with the Training committee during from the initial allocation budget.	Report on 26 training initiatives implemented for staff	Target not Met. Report on 26 initiatives implemented in quarter 2 was submitted to the Training Committee and the Standing Committee for their consideration. A number of challenges were raised with the Training committee during from the initial allocation budget.	2	Quarter 1: variance of 11 less training initiatives implemented against milestones planned for the quarter. Quarter 2: Variance of 1 less training initiatives against target milestone in quarter 2.	Proper planning and budgeting is required by the target service in consultation with their Directorate. A proper needs analysis must be conducted based on training needs aligned to performance. This too must align to any training plans and performance related plans.
	MTD01-03	Report on the number of training initiatives implemented for coordinators in terms of the Workplace Skills Plan	2018/2019 WSP Implementation Report (SILS) (SILS) (SILS)	1 training initiatives implemented for coordinators	Director Corporate Services at HR R 367 656.00	Capitalisation of Coordinators	Well informed and capacitated Personnel Area	Not a target in Q1	Not a target in Q1	Report on 1 training initiative submitted to coordinators	Target Met. Four Coordinators were trained on Municipal Governance this quarter. Coordinators will be trained on basic computer skills.	9		
	MTD01-04	Report on number of training initiatives implemented for coordinators	2018/2019 WSP Implementation Report (SILS) (SILS) (SILS)	1 Annual report on number of training initiatives implemented for coordinators	Director Corporate Services at HR	Capitalisation of Coordinators	Skilled and informed coordinators	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
To submit the skills plan and annual training report as required														

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT (RATING FOR Q1 & Q2)	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE (REMEDIATION ACTION) GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To develop and implement an effective HR strategy	BUILDS DEVELOPMENT - NTDO1	NTDO1-05	Report on the number of internships opportunities created in 2018/2019	4 Internship created in 2018/2019	1 Annual Report on internship and research opportunities created	Director: Coordinating or HR	Experienced young graduates and individuals	Work ready graduates and individuals	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
		NTDO1-06	Report on the number of interns appointed in accordance with FMC standards	4 interns appointed in 2018/2019	1 Report on the internships created	Director: Coordinating or HR	Experienced young graduates	Work ready graduates	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
		NTDO1-07	Number of staff who meet minimum competency requirements (as presented by NT)	31 staff members that meet competency requirements in 2018/2019	2 Reports on staff who meet minimum competency levels (as presented by NT)	Director: Coordinating or HR	Capitalization of employees	Improved capacity of employees to carry out their duties	Not a target in Q1	Not a target in Q1	1st Annual Report on number of staff who meet minimum competency levels (as presented by NT)	Target Met. All the Directors of the Municipality meet the minimum requirements as prescribed. The financial officers with the exception of compliance as prescribed. The two officers are however assisted with the University of Pretoria. All the new interns are also enrolled on the course. A submission to Treasury was made in September 2019.	7		
		NTDO1-08	Report on the % of a municipality's budget actually spent on implementing its workplace skills plan	60% actually spent on implementing its workplace skills plan in 2018/2019	1 Annual Report on the % of a municipality's budget actually spent on implementing its workplace skills plan	CEO/Director: Coordinating or HR	Capitalization of employees	Improved capacity of employees to carry out their duties	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
To develop, adopt and implement the workplace skills plan (NSRF)		NTDO1-09													



NPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT														
STRATEGY	IEP PROGRAMME NUMBER	NPA NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR-1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019		
To ensure the physical and mental well-being of employees through the implementation of an employee wellness programme	EMPLOYEE WELLNESS PROGRAMME - INT004	INT004-Q2	Organise A Municipal Wellness Day	1 Wellness programme conducted in 2019/2020	1 Event Held	Director Corporate Mgmt or HR	Wellness Day Held	Improved state of Municipal Employees	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	
		INT004-Q1	Number of people enrolled in EAP	No staff member was enrolled in EAP in 2019/2020	1 Annual Report on the number of people enrolled in the Employee Assistance Programme	Director Corporate Mgmt or HR R 635 872,15	Annual Wellness Programmes implemented	Improved state of Municipal Employees	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	
To ensure effective management of staff and policy and procedure processes through job descriptions, leave management and clock-in systems	RECRUITMENT, SELECTION AND EMPLOYEE MANAGEMENT - INT003	INT003-Q1	Ensure proper management of Leave by all departments	2019/2020 15 reports	12 Reports on Leave Management	Director Corporate Mgmt or HR	Leave Management Reports developed	Improved Leave Management	3 Monthly Reports on Leave Management	Target Met Leave management reports were submitted to the Standing Committee for consideration and in July 2019, when leave management was fixed, we didn't get any comments about inaccurate amounts processed.	3 Monthly Reports on Leave Management	Target Met. 3 Monthly reports on leave management were submitted.		
		INT003-Q2												

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	KPI PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE IS JUNE 2011	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2010	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2010			
To ensure that all Group buildings and staff adhere to and implement OHS legislation	OCCUPATIONAL HEALTH AND SAFETY - INTD6	INTD6-01	Conduct OHS inspections in all workstations	2015/2016 Inspection Reports	4 Quarterly Reports on OHS inspections in all workstations	Director Corporate/Managing or HR R 95 145,00	Inspections conducted	Improved working Environment of Municipal Employees	1 Quarterly Report on a number of OHS inspections conducted in all workstations	1 Quarterly Report on a number of OHS inspections conducted in all workstations	1 Quarterly Report on a number of OHS inspections conducted in all workstations	1 Quarterly Report on a number of OHS inspections conducted in all workstations	3	"Quarter 1" variance of 1 quarterly report – and would not be submitted to the OHS committee - this was attributed to non attendance of SAMNU union. Additionally a OHS specialist has been appointed to assist with the development of occupational risk assessment and to develop action plans per Department, including emergency plans, health and safety plan and a environmental management plan.	SAMNU provided with a directive to participate in related OHS activities. OHS inspections in all corners are being done in the financial year. Additionally a OHS specialist has been appointed to assist with the development of occupational risk assessment and to develop action plans per Department, including emergency plans, health and safety plan and a environmental management plan.
		INTD6-02	Number of OHS Meetings held	4 Meetings were held in 2015/2016	4 Meetings held	Director Corporate/Managing or HR	Meetings held	Improved working Environment of Municipal Employees	1 Meeting	1 Meeting	1 Meeting	1 Meeting	2	Target met. The OHS meeting held on 28 November 2010 and considered the reports submitted. Action plans were developed where required and progress on previous issues noted was also looked.	Target met. The OHS meeting held on 28 November 2010 and considered the reports submitted. Action plans were developed where required and progress on previous issues noted was also looked.

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT												KPA WEIGHT: 20			
STRATEGY	KPI PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 18 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT / VARIANCE FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
There is a good relationship between management and employees through regular discussions on labour issues	LOCAL LABOUR FORUM - MTB 16	MTB-01	Number of Local Labour Forum meeting held	8 Meetings were held in 2018/2019	10 Meetings held	Director Corporate Management HR	Number of meetings held	Improved Relations between the Employer and Employees	3 Meeting held	Target not met. Two meetings were held on 23 July and 28 August 2019. Outcome of 1 meeting broken target	2 Meeting held	Target Exceeded. 3 meetings were held. SHIMU was given a division to participate in the Municipal activities and as a result the LLP set in quarter 2. The LLP considered the motions presented and made the appropriate recommendations. Three meetings were held - 30 October 2019, 28 November 2019 and 17 December 2019	75	Quarter 1: Variance of 1 meeting. The jobs LLP and LLP meetings were scheduled to be in September 2019. An agenda was circulated to all stakeholders both unions (SHIMU and Bantu) and as a result, the agenda was not followed in any of the meetings. The agenda was not followed in any of the meetings. The agenda was not followed in any of the meetings.	Relationship and communication with unions to be managed as far as possible, so as to prevent unproductive and negative behaviour that leads to conflict and as a result, can affect the achievement of institutional targets.

NPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR-1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR-2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To review and implement departmental policies, procedures manuals and bylaws annually	POLICIES AND BY-LAWS - UTD 08	MT009-01	Review of Municipal By-Laws	22 By-Laws promulgated and published in 2018/2019	Final 23 Municipal By-Laws	Director Corporate Manager Building & Preservation R 485 000, 30	Promulgated By-Laws	Improved management of municipal affairs	Not a target in Q1	Not a target in Q1	Appointment of Service Provider	Target Met. The tender was awarded to the Glen Point service provider in December 2019.	3		
		MT009-02	Review of HR policies	2018/2019 Reviewed Municipal Policies	Reviewed of financial related HR Policies	Director Corporate Manager HR	Reviewed Policies	Improved management of municipal affairs	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
To ensure that municipal buildings and assets are maintained and secured	BUILDINGS - UTD 09	MT009-01	Ensure that all municipal buildings are secured	2018/2019 Reported 4 Municipal security services	4 Quarterly Reports on the provision of security services to Municipal Offices	Director Corporate Manager Administration 003568	Municipal Buildings secured	Secured municipal property	1 Quarterly Report on the provision of security services to municipal buildings	Target Met. The security services of the municipality are continuing and secure. Physical security services are provided in March 2021 as per the awarded tender. The alarm system tender is on its final stages at EAC.	1 Quarterly Report on the provision of security services to municipal buildings	Target Met. The security services are on track. The municipality has at least three security items at least three (3) items of security services, physical guards, alarm system, and cameras. The physical guards are provided by Musal Security Services under a tender ending in March 2021. The alarm system is provided by Latis as awarded through tender in Oct 2019 ending 30 Sep 2020. The Cameras are monitored in-house with the assistance from the IT division.	3		



NPA 4 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	BOP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure that municipal buildings and assets are maintained and secured	BUILDINGS - NTD 09	NTD09-02	Monitor the security cameras at the Municipality	2018/2019 Report 6 4 Quarterly Reports on the status of security cameras	Manager Administration/ Director Corporate Services	Reports Compiled	Improved Security of the Municipality	1 Quarterly Report	Target Met. The Cameras within the municipality are mostly functioning well.	1 Quarterly Report	Target Met. The cameras form part of the 3 forms of security used by the municipality and were considered to be functioning well.	2		Noted - It has been identified that some cameras are malfunctioning as they are old and outdated and are required to be replaced and or replaced. Specifications were submitted to EDC during October 2018 these were returned as there is no budget to support said and due to the risk associated with the purchase of the cameras without the IT department into the operations (IT provide the required support with said software ). The specifications will be reviewed and related forward budget planning will be required to fund the replacement.	
		NTD09-03	Develop a list which includes all municipal properties with life cycle details	2018/2019 list of life cycle was developed.	Development of a list of all properties with life cycle details	Director Corporate Administration	List Developed	Improved Management of Municipal Properties	Met a target in Q1	Met a target in Q1	List Developed	Target Met. The list was developed.	2		

KPI 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE (REMEDIAL ACTION) GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure that municipal buildings and assets are maintained and secured	BUILDINGS - MTD 09	MTD09-04	Implementation of the Repairs and Maintenance Plan	2018/2019 Reports on the Implementation of the Repairs and Maintenance Plan	4 Reports on Quarterly Implementation of the Repairs and Maintenance Plan	Director Corporate Manager Administrative Manager R304 204,20	Number of buildings actually repaired	Improved management of municipal assets	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as per approved plan by the Director	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as per approved plan by the Director	1 Quarterly Report on the Implementation of the Repairs and Maintenance Plan as per approved plan by the Director	Target 100 Mm. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. The milestones were planned for the 2019/2020 financial year (order 50546). The consumables were issued in July 2019. 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NPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	TOP PRIORITIES NUMBER	NPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ OTHER COMMENTS
									Q1/1	Q1 ACTUAL JULY-SEPTEMBER 2019	Q1/2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure that Municipal Information is kept secure and filed and archived according to legislation	RECORDS MANAGEMENT - INFO 9	INFO10-01	Implementation of Electronic Document Management System	2016/2019 ECMS reports	4 Quantity of the Implementation Electronic Document Management Systems	Director Governance Manager Activation	Electronic Document Management System Implemented	Improved Management of Council Documents	1 Quarterly Report Implementation Electronic Document Management System	Target Met. The system is working and municipal documents are continuing to be uploaded. The system is also enabling the rapidly personnel to retrieve required documents and correspondence with ease.		Target Met. The system is working and municipal documents are continuing to be uploaded. The system is enabling only rapidly personnel to retrieve documents such as the correspondence with ease.	4		
			Review of the Performance Management Policy	2016/2019 Reviewed Performance Management Policy	Review the policy	Director Development and Town Planning Services/Manager Governance and Compliance	PMIS Policy (Reviewed)	Improved Monitoring and Evaluation within the municipality	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
To ensure that a system of department and individual performance management system is implemented	PERFORMANCE MANAGEMENT AND REPORTING - INFO 1	INFO11-01	Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers	8 Agreements signed	8 Signed Performance Agreements	Director Development and Town Planning Services/Manager Governance and Compliance	Signed Agreements	Structured and Improved Planning, Monitoring and Evaluation	6 Signed Performance Agreements of the MMs and Directors loaded on the website. Subsequent of the Agreements to provide COGTA	Target Met. The Performance Agreements were signed by the MMs and Directors before 31 July 2019 and were submitted to the EC/COGTA and were also loaded on the municipal website.	Not a target in Q2	Not a target in Q2	4		
			Signing of Performance Agreements by the Municipal Manager and all Section 56 Managers	10 Agreements signed	10 Signed Performance Agreements	Director Development and Town Planning Services/Manager Governance and Compliance	Signed Plans	Structured and Improved Planning, Monitoring and Evaluation	10 Signed Performance Plans of the MMs and Directors	Target Met. All managers signed their performance plans with their Directors.	Not a target in Q2	Not a target in Q2	4		

KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT													
STRATEGY	IOP PROGRAMME NUMBER	KPI PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019		
To ensure that a system of operational and individual performance management systems is implemented	PROPORGANCE INNOVATION AND REPORTING - MTR01	Completion of the Annual Performance Report 2019/2020 (M0)	2019/2020 Annual Performance Report	Annual Performance Report completed and submitted to AG by 31 August 2019	Director Development and Town Planning Services Manager Governance and Compliance	Annual Performance Report completed	Structured and improved Planning, Monitoring and Evaluation	Annual Performance Report developed and submitted to AG on 31 August 2019	Target Met. The Annual Performance Report (M0) for 2019/2020 financial year was developed and submitted to AG on 31 August 2019	Not a target in Q2	Not a target in Q2	3	
		Completion of the Annual Report for 2019/2020	2019/2020 Annual Report	Annual Report completed and approved by 31 March 2020	Director Development and Town Planning Services Manager Governance and Compliance	Annual Report completed	Structured and improved Planning, Monitoring and Evaluation	Annual Report completed	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	
		Development and Tabling of the Service Delivery and Budget Implementation Plan by June 2020	2019/2020 SDIP	SDIP completed and approved by the Mayor within 28 days after the approval of the budget	Director Development and Town Planning Services Manager Governance and Compliance	SDIP Completed	Structured and improved Planning, Monitoring and Evaluation	SDIP Completed	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	

MPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2016	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2016	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2016			
To implement SPL/BLA regulations	SPATIAL PLANNING - WTD12	WTD12-01	Develop a Local SCP for Lady Grey	Service provider appointed and first draft developed in 2016/2017	Approval prior to year end	Director Development and Town Planning Services/Town Panel	SCP developed	Improved Land Use Management	Not a target in Q1	Not a target in Q1	Control approval	Target M4, LSCP was approved by Council on 28 September 2016	3		
		WTD12-02	Develop a Local SCP for Lady Grey East	Lady Grey first draft developed in 2016/2017	Approval prior to year end	Director Development and Town Planning Services/Town Panel R 15/4634/10	SCP developed	Improved Land Use Management	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		
		WTD12-03	Establishment of a Group Land Development Forum	Terms of reference developed in 2016/2017	Forum established	Director Development and Town Planning Services/Town Panel	Forum established	Improved administration of land	Not a target in Q1	Not a target in Q1	Meeting with all stakeholders	Target not Met. Meeting did not get due to unavailability of LCPW stakeholders	2	Variance was due to the unavailability of LCPW stakeholders	During planning process and prior to setting targets outside of first party influence or regulatory requirements conditioned as this could ultimately affect the achievement of the targets. Meeting is scheduled for February 2020. The municipality will coordinate the meetings on behalf of LCPW.

NPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	IDP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT / RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure equitable access to housing for overburdened	HOUSING - MTD12	MTD12-06	Development of Housing Sector Plan	2013 Housing Sector Plan	Housing Sector Plan developed	Director Development and Town Planning Services/Town Planner/ R300000	HSP developed	Improved management of human settlements	Not a target in Q1	Met a target in Q1	Appointment of Service Provider	Target Met. Service provider appointed 17th December 2019	3		
To manage urbanisation of existing urban areas	URBAN PLANNING - MTD12	MTD12-05	Development of Urbanisation Congestion Feasibility Study	New Indicator	Urbanisation Congestion Feasibility Study Developed	Director Development and Town Planning Services/Town Planner/ R300 000	Urbanisation Congestion Feasibility Study Developed	Reduced congestion in Urbanisation	Not a target in Q1	Met a target in Q1	Appointment of Service Provider	Target met Met	4	The target needs to be revised as it includes other Government standards.	The target needs to be reviewed as it includes Government standards. Hold that when planning targets and prior to setting targets the scheme should be identified during the planning process.
To manage urbanisation of existing urban areas	SPATIAL PLANNING - MTD12	MTD12-04	Facilitate the implementation of Housing Development in the City by the Provincial Department of Human Settlement	2018/2019 reports	12 Reports on the number of houses already built	Director Development and Town Planning Services/Town Planner	Data Base of components of the urbanisation development	Improved land ownership	3 monthly reports on houses built	Target Met in July 2019/57 houses were built, August 2019 77 houses were built, September 2019 7 houses were built.	3 monthly reports on houses built	Target Met. 3 monthly reports submitted, in October 2019 25 houses were built, November 2019 and December 2019 50 houses were built.	3		

MVA 4. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	IOP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT/ RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019			
To ensure development and adoption of the EIP and budget process plan and EIP per legislative instruments	INTD13-01	INTD13-01	Review of the 2019/2020 EIP by 30 May 2020	2019/2020 EIP	Annual Review of the 2019/2020 EIP	Director Development and Town Planning Services Manager PTD	EIP developed	Improved Planning of Municipal Programmes	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Met assessed		
			Development of the EIP and Budget Process Plan for 2020/2021 reviewed by 31 August 2020	2019/2020 EIP and Budget Process Plan	Development of the 2020/2021 EIP and Budget Process Plan	Director Development and Town Planning Services Manager PTD	Process Plan developed	Improved Planning of Municipal Programmes and being thereof	Process Plan Development and follow up	Target Met. The EIP process plan was developed and approved on the Council meeting that was held on 20 July 2020.	Not a target in Q2	Not a target in Q2	3		
			Number of EIP Representative and Public participative Review meetings held	2019/2020 Meetings	4 Meetings Held	Director Development and Town Planning Services Manager PTD	Meetings held	Improved Implementation Planning	1 Meeting	Target Met. An EIPF was held on the 20th August 2020 at the Lady Grey Council chambers	1 Meeting	Target Met. An EIPF Meeting was held on 5 December 2019.	3		
			Number of EIP and Budget Planning Committee meetings held	2019/2020 Meetings	4 Meetings Held	Director Development and Town Planning Services Manager PTD	Meetings held	Improved Budgeting	1 Meeting	Target not Met. The meeting was to discuss the EIP & Budget process plan. It was scheduled for the 18th July 2020 and was postponed as the participants by the Mayor who was attending Mandela day celebrations. The draft was then sent to management and to EIP prior to approval by Council	1 Meeting	Target not met. Meeting not held as strategic session delayed.	1	Variance of 2 Meetings - 1 in quarter 1 and 1 in quarter 2	Strict compliance to Calendar of Events must be managed and monitored. Strategic Stakeholders that influence these plans that form part of planned targets must be engaged as to the role of the Municipality's role in achieving planned targets. These individuals must form part of the planning process when the targets are crafted so as to ensure buy in. The target must be reviewed mid year so as to find a solution to meet the target of 4 meetings by quarter 4.
INTERMEDIATE DEVELOPMENT PLANING - INTD 13															
To co-ordinate meetings of the EIPF and EIP and Budget Monthly Committee Meetings	INTD13-02	INTD13-02	Development of the EIP and Budget Process Plan for 2020/2021 reviewed by 31 August 2020	2019/2020 EIP and Budget Process Plan	Development of the 2020/2021 EIP and Budget Process Plan	Director Development and Town Planning Services Manager PTD	Process Plan developed	Improved Planning of Municipal Programmes and being thereof	Process Plan Development and follow up	Target Met. The EIP process plan was developed and approved on the Council meeting that was held on 20 July 2020.	Not a target in Q2	Not a target in Q2	3		
			Number of EIP Representative and Public participative Review meetings held	2019/2020 Meetings	4 Meetings Held	Director Development and Town Planning Services Manager PTD	Meetings held	Improved Implementation Planning	1 Meeting	Target Met. An EIPF was held on the 20th August 2020 at the Lady Grey Council chambers	1 Meeting	Target Met. An EIPF Meeting was held on 5 December 2019.	3		
			Number of EIP and Budget Planning Committee meetings held	2019/2020 Meetings	4 Meetings Held	Director Development and Town Planning Services Manager PTD	Meetings held	Improved Budgeting	1 Meeting	Target not Met. The meeting was to discuss the EIP & Budget process plan. It was scheduled for the 18th July 2020 and was postponed as the participants by the Mayor who was attending Mandela day celebrations. The draft was then sent to management and to EIP prior to approval by Council	1 Meeting	Target not met. Meeting not held as strategic session delayed.	1	Variance of 2 Meetings - 1 in quarter 1 and 1 in quarter 2	Strict compliance to Calendar of Events must be managed and monitored. Strategic Stakeholders that influence these plans that form part of planned targets must be engaged as to the role of the Municipality's role in achieving planned targets. These individuals must form part of the planning process when the targets are crafted so as to ensure buy in. The target must be reviewed mid year so as to find a solution to meet the target of 4 meetings by quarter 4.

IPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT															
STRATEGY	TOP PROGRAMME NUMBER	IPA NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT (NOTING FOR Q1 & Q2)	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To annually report on the % of the Municipality's budget actually spent on capital projects awarded a partnership fund (your % in terms of the Municipality's EIP)	DOHA REPORTING - 14	MTO14-01	PAU DOHA REPORTING is provided by the 1st of every month	2019/2020 reports	12 Reports on PAU DOHA Expenditure	Director Technical Services/PAU Manager	Monitoring and Implementation of the budget	Improved management of public funds and delivery of services	3 Monthly Reports on PAU's DOHA Expenditure	Target not Met. Reports of July and August were submitted on the online system (MIS MIS). It has been communicated and agreed with the MIS National that September 2019 expenditure will be reported with October 2019 expenditure.	3 Monthly Reports on PAU's DOHA Expenditure	Target Met. The reports were submitted, however they can only be submitted through the MIS system.	3	Quarter 1: September 2019 reporting could not be captured electronically on the system due to the EIP system not being stable available at this time. The target currently has to be carried over the systems as an audit and carry has control of said system. The reports were available but could not be captured.	DOHA reports are no longer signed and submitted to the supervisor. The reporting is done on the MIS system.
To ensure that transport fleet is properly utilized and managed	FLEET MANAGEMENT - 15	MTO15-01	General Management of Municipal Fleet	2019/2020 reports	4 quarterly reports on the management of fleet	Director Corporate Services/ Municipal Administration	Municipal fleet managed	Improve the management of municipal fleet	1 Quarterly Report on the management of Municipal fleet	Target Met. 16 of 17 vehicles were serviced within their due period. 308 trips were authorized against 320 vehicles. 16 vehicles were inspected during month of September 2019. Two (2) were found with issues or non findings of faults. In August 2019, 34 vehicles were inspected one (1) was found with new dents while the other all dents and scratches were repaired. In July 2019 - 47 vehicles were inspected, none were found with new scratches or dents and one was required for further ending scratches and dents. Transportation there were no transportation submitted to HRT for investigations during the quarter under review.	1 Quarterly Report on the management of Municipal fleet	Target Met. Out of 34 vehicles reported fleet vehicles, at least 7 of those were serviced within their due period. 173 trips were booked out - 80 of the 172 vehicles were authorized. Inspections - 40 vehicles were inspected in October 2019 without any findings. In November 2019 49 vehicles were inspected. 1 was found with a scratch on the bumper. In December 2019 40 vehicles were inspected without any findings. No transportation was submitted to HRT, not forwarded to HRT during the quarter under review.	3	Reporting achievement of the target would appear that in Quarter 2 that only 80 out of 173 trips were authorized - as result 80 trips not authorized and not reported as transportation.	Reporting achievement of the target would appear that in Quarter 2 that only 80 out of 173 trips were authorized - as result 80 trips not authorized and not reported as transportation.



SQA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
STRATEGY	EP PROGRAMME NUMBER	WPM NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 20 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019		
To promote and lead good governance practices within Sanga municipality	RISK AND FRAUD PREVENTION (GPP3)	007991-01	Report Quarterly Communication of Risk to the Audit Committee	4 Quarterly Reports in 2018/2019	4 Reports in the Internal Auditor for Audit Committee Consideration	Director Development and Town Planning Services/Manager Governance and Compliance	Risk Register Updated	Minimization of Municipal Risk	1 Quarterly Report on the Institutional Risk Register to the Internal Auditor for Audit Committee Consideration	Target Met. The quarterly risk report was submitted to the Internal Auditor for Audit Committee consideration on the 30th of September 2019.	1 Quarterly Report on the Institutional Risk Register to the Internal Auditor for Audit Committee consideration	Target Met. Quarterly Risk Report submitted to the Internal Auditor for Risk Consideration on 06 January 2020.	3	
		007991-02	Conduct Fraud Prevention exercises	1 Fraud Awareness Event scheduled in 2018/2019	1 Fraud Awareness Event	Director Development and Town Planning Services/Manager Governance and Compliance M13/27	Awareness (scheduled)	Improved Fraud Risk within the municipality	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed	
		007991-03	Develop a Conflict of Interest Declaration Register for staff and Councilors	2018/2019 Conflict of Interest Declaration Register	Development of the Conflict of Interest Register	Director Development and Town Planning Services/Manager Governance and Compliance	Register Developed	Improved Fraud Risk within the municipality	Conflict of Interest Declaration Register for 2018/2019 developed for staff and Councilors	Target Met. The Declaration of Interest register for 2018/2019 was developed for both Councilors and Employees.	Not a target in Q2	Not a target in Q2	Not a target in Q2	2

KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION																KPA WEIGHT: 20
STRATEGY	EP PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE REMEDIAL ACTION GENERAL COMMENTS	
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019				
To ensure that Council, Ecos and Top Management meetings are held regularly and that resolutions are implemented	OVERSIGHT - C0703	C0703-01	Report Quarterly compliance to the Audit Committee	4 Risk Assessments for 2019/2020	4 Reports to the Internal Auditor for Audit Committee Consideration	Shucker Development and Town Planning Services Manager (Service and Compliance)	Departmental Risk Assessments conducted	Minimization of Municipal Risk	1 Quarterly Report on the Compliance Register to the Internal Auditor for Audit Committee Consideration	Target Met. The quarterly compliance report was submitted to IAU on the 26th of September 2019 for Audit Committee consideration.	1 Quarterly Report on the Compliance Register to the Internal Auditor for Audit Committee Consideration	Target Met. Quarterly Compliance Report submitted to the Internal Auditor for Audit Committee consideration on 6 January 2020	3			
		C0703-01	Coordinate and hold one (1) Ordinary Audit Committee Meeting per quarter	5 Meetings were held in 2019/2020 (4 quarterly ordinary meetings and 1 being a special meeting in Q1)	4 Meetings	MUNIC/CAJ/R	Meetings held	Improved Oversight and Governance	1 Meeting held	Target Met. AC meeting was held on the 18 November 2019.	1 Meeting held	Target Met. AC meeting was held on the 18 November 2019.	3			
		C0703-02	Number of Municipal Public Accounts Committee meetings held	4 meetings were held in 2019/2020	4 Quarterly MPAC meetings to be held	MUN/Manager Communications and Protocol Affairs (MPAC)	Number of MPAC meetings held	Enhance oversight over Municipal functioning	1 meeting	Target Met. MPAC meeting was held on the 12 September 2019.	1 meeting	Target Exceeded. MPAC meeting was held on 6 October 2019 and 6 December 2019.	4	Quarter 2: Target exceeded 1 more meeting held than the planned target.		
To ensure that Council, Ecos and Top Management meetings are held regularly and that resolutions are implemented	COMPLIANCE - C0703	C0703-01	Number of Council/Ecos/Management resolutions adopted	3 Quarterly Reports on tracked resolutions	4 Quarterly Reports on tracked resolutions	Shucker Corporate Manager (CRM)	Reports completed	Improved implementation of Council Resolutions	1 Report on tracked Council Resolutions for Quarter 4	Target not met. The report was not submitted to Ecos and Management meetings during the quarter.	1 Report on tracked Council Resolutions for Quarter 1	Target Met. 1 Report submitted to Standing Committee and Ecos in Quarter 2.	3	Quarter 1: The report was not submitted to Ecos and Management meetings during the quarter.	The outstanding quarterly report is to be tabled as a late submission in order for the target to be achieved quarter 4	
		C0703-02	Number of Municipal Public Accounts Committee meetings held	4 meetings were held in 2019/2020	4 Quarterly MPAC meetings to be held	MUN/Manager Communications and Protocol Affairs (MPAC)	Number of MPAC meetings held	Enhance oversight over Municipal functioning	1 meeting	Target Met. MPAC meeting was held on the 12 September 2019.	1 meeting	Target Exceeded. MPAC meeting was held on 6 October 2019 and 6 December 2019.	4	Quarter 2: Target exceeded 1 more meeting held than the planned target.		

NPA 5: GOVERNANCE AND PUBLIC PARTICIPATION															NPA WEIGHT: 20
STRATEGY	ICP PROGRAMME NUMBER	NPA NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT/ RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure that Council, Eco and Top Management meetings are held regularly and that resolutions are implemented	OVERSIGHT - C01903	C01903-04	Number of Council meetings held	10 meetings were held in 2018/2019	4 Meetings	Director Corporate/ Manager CCR	Meetings held	Improved Oversight of Council and Decision Making	1 Meeting	Target Exceeded. Council meetings were held on the 28 July 2019 and 30 September 2019.	1 Meeting	Target Exceeded. Council meetings were held on the 06 November 2019, 29 November 2019 and 09 December 2019.	4	Quarter 1: Target exceeded with evidence of 1 meeting more held than planned target. In Quarter 2: Target exceeded 2 more meetings more meetings held than the planned target.	
			Number of Eco meetings held	11 meetings were held in 2018/2019	11 Meetings	Director Corporate/ Manager CCR	Meetings held	Improved Oversight of Council and Decision Making	3 Meetings	Target Met. EDCO meetings were held on the 24 July 2019, 28 August 2019 and 25 September 2019.	2 Meetings	Target Met. EDCO meetings were held on the 22 October 2019 and 02 December 2019.	3		
		C01903-05	Number of Top Management Meetings held	5 Meetings were held in 2018/2019	4 Meetings	MD/Manager MII Office	Meetings held	Improved decision-making and dissemination of information by Management	1 Meeting	Target Met. Top Management meeting was held on the 22 July 2019.	1 Meeting	Target Met. Top Management meeting was held on 1 October 2019.	3		
			Number of Senior Executive Management Meetings held	5 meetings were held in 2018/2019	3 Meetings	MD/Manager MII Office	Meetings held	Improved decision-making and dissemination of information by Management	2 Meetings	Target exceeded. The SEM were held on the 06 August 2019, 14 August 2019 and 03 September 2019. 1 meeting more than the planned target.	1 Meeting	Target Met. The SEM were held on the 01 October 2019 and 08 November 2019.	4	Quarter 1: Target exceeded - 1 meeting more than the planned target.	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION															KPA WEIGHT: 23
STRATEGY	IP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT/ RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS	
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019				
To ensure good governance through the monitoring of the implementation of the GPCAT and Audit action plan	OVERSIGHT - GPCAT	Report quarterly on the Institutional Audit Dashboard	4 reports in 2019/20	4 Quarterly Reports on the Audit Dashboard	MM/Manager Strategic	Dashboard compiled with	Improved Audit Outcome	1 Quarterly Report	Target Met. The report submitted on 28 October 2019	1 Quarterly Report	Target Met. The report submitted on 28 January 2020	3			
		Conduct IT Security Audit	Service Provider completed in 2019/20	1 IT Security Audit reviewed	MM/CM	Report on the IT Security Audit	Improved management of IT Security Risks	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed			
		Perform an IA Internal Quality Assessment Review in the fourth quarter and present the assessment results to the Senior Management and Audit Committee in the first meeting subsequent to the financial year end	Internal quality assessment review conducted in 2019/20	1 IA Internal Quality Assessment Review Conducted	MM/CM	1 report on the IA Internal Quality Assessment results	Conformance with the IA Quality Assurance and Improved Programme requirements & Improved Governance of the IA Unit	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed			
		Monitor the implementation of the Audit Action Plan	2019/20 reports	4 Quarterly Reports on the implementation of the Audit Action Plan	Director Development and Team Planning Sandbox/Manager Governance and Compliance	Audit Action Plan implemented	Improved Audit Outcome	1 Quarterly Report	Target Met. The quarterly Audit Action Plan report was submitted to IA Unit on the 30th of September 2019 for Audit Committee consideration	1 Quarterly Report	Target Met. Quarterly Audit Action Plan has been submitted to IA Unit for Audit Committee consideration on the 6 January 2020	4			

KPA 8. GOV. COORDINATION AND PUBLIC PARTICIPATION														
STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT RATING FOR Q1 & Q2	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE REMEDIAL ACTION/ GENERAL COMMENTS
								QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To ensure regular interaction with the public through the public participation plan, feedback and meetings such as PSC	COP094-01	Number of Ward Committee Meetings held	160 Ward Committee Meetings held	1 Meeting per Ward in Each Quarter (17 wards)	Director Corporate Services Manager (CR and Stakeholder Relations)	Meetings held	Improved Public Participation	1 Meeting per Ward in Each Quarter (17 wards)	Target Met. Meetings were held from 8 August 2019 to 15 September 2019 in the various wards.	1 Meeting per Ward in Each Quarter (17 wards)	Target Met. 17 Meetings were held and attended from 4 October 2019 to 12 December 2019.	3		
								1 Quarterly Report on the implementation of the Communication Plan as approved by the Council and the Council of the approved communication plan	Target Met. The quarterly report on the implementation of the communication plan was not tabled in the standing committee.	1 Quarterly Report on the implementation of the Communication Plan as approved by the Council	Target Met. The quarterly report on the implementation of the communication plan was not tabled in the standing committee.	1	Variance of 1 quarterly report for quarter 1 and 1 report for quarter 2 have been additionally not tabled to the standing committee in quarter 1 and quarter 2.	Implementation of the communication Plan is an ongoing challenge and needs to be addressed - it needs to be identified if it is related to budgetary constraints and lack of resources or if it is related to capacity/performance issues so that this can be dealt with suitably.
								1 Internal Newsletter and 1 External Newsletter developed Quarterly	Target Met. The internal and external newsletters were republished for Q1.	1 Internal Newsletter and 1 External Newsletter developed Quarterly	Target Met. The internal and external newsletters were developed.	3	Quarter 1: The internal and external newsletters were not published for Q1. Variance of 1 internal and 1 external news letters.	The outstanding newsletters must be published and tabled to the administration for quarter 1. The target to be achieved by quarter 4. The target to be managed and monitored over many financial years (more than four years) - except one financial year this target has not been achieved. No reduction is usually provided for the non-performance. As a result of not having achieved the quarterly reduction in quarter 1 this will affect the overall achievement of the target in that it may be deemed not to have been achieved. There may be a performance or capacity and/or resource problem that needs to be investigated within the division.
To ensure that the communication strategy is implemented so that the public are kept informed about municipal activities and programmes	COP094-02	Number of Newsletters developed (Internal and External)	4 Internal Newsletters and 4 External Newsletters developed 2019/2020	4 Internal Newsletters and 4 External Newsletters developed	MM Manager Communications and Political Affairs	Newsletters developed	Improved Communication with Internal and External stakeholders	1 Internal Newsletter and 1 External Newsletter developed Quarterly	Target Met. The internal and external newsletters were republished for Q1.	1 Internal Newsletter and 1 External Newsletter developed Quarterly	Target Met. The internal and external newsletters were developed.	3	Quarter 1: The internal and external newsletters were not published for Q1. Variance of 1 internal and 1 external news letters.	The outstanding newsletters must be published and tabled to the administration for quarter 1. The target to be achieved by quarter 4. The target to be managed and monitored over many financial years (more than four years) - except one financial year this target has not been achieved. No reduction is usually provided for the non-performance. As a result of not having achieved the quarterly reduction in quarter 1 this will affect the overall achievement of the target in that it may be deemed not to have been achieved. There may be a performance or capacity and/or resource problem that needs to be investigated within the division.
								1 Quarterly Report on the implementation of the Communication Plan as approved by the Council and the Council of the approved communication plan	Target Met. The quarterly report on the implementation of the communication plan was not tabled in the standing committee.	1 Quarterly Report on the implementation of the Communication Plan as approved by the Council	Target Met. The quarterly report on the implementation of the communication plan was not tabled in the standing committee.	1	Variance of 1 quarterly report for quarter 1 and 1 report for quarter 2 have been additionally not tabled to the standing committee in quarter 1 and quarter 2.	Implementation of the communication Plan is an ongoing challenge and needs to be addressed - it needs to be identified if it is related to budgetary constraints and lack of resources or if it is related to capacity/performance issues so that this can be dealt with suitably.
								1 Internal Newsletter and 1 External Newsletter developed Quarterly	Target Met. The internal and external newsletters were republished for Q1.	1 Internal Newsletter and 1 External Newsletter developed Quarterly	Target Met. The internal and external newsletters were developed.	3	Quarter 1: The internal and external newsletters were not published for Q1. Variance of 1 internal and 1 external news letters.	The outstanding newsletters must be published and tabled to the administration for quarter 1. The target to be achieved by quarter 4. The target to be managed and monitored over many financial years (more than four years) - except one financial year this target has not been achieved. No reduction is usually provided for the non-performance. As a result of not having achieved the quarterly reduction in quarter 1 this will affect the overall achievement of the target in that it may be deemed not to have been achieved. There may be a performance or capacity and/or resource problem that needs to be investigated within the division.

KPI 5: 2020 GOVERNANCE AND PUBLIC PARTICIPATION														KPIA WEIGHT: 20	
STRATEGY	KPI PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	DUE DATE JUNE 2010	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE REMEDIATION ACTION GENERAL COMMENTS	
									QUARTERLY TARGETS						
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2010	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2010			
To ensure that the communication strategy is implemented so that the public are kept informed about municipal activities and programmes	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION 001904	001904-04	Manage and Monitor the Municipal Social Media Sites	2010/2011 reports	12 Monthly Reports on the performance of municipal social media sites	MANAGER Communications and Public Affairs	Pages developed and Reports generated	Improved Communication with External stakeholders	5 Monthly Reports on the performance of municipal social media sites	Target for 3 Monthly Reports were submitted to the standing committee	3 Monthly Reports on the performance of municipal social media sites	Target for 3 Monthly Reports were submitted to the standing committee			

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													KPA WEIGHT: 26		
STRATEGY	KPI PROGRAMME NUMBER	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				OVERALL ACHIEVEMENT (RATING FOR Q1 & Q2)	REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE / REMEDIAL ACTION / GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019			
To provide effective communication with customers around service delivery issues	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION G2P7A	G2P7A-35	Number of Presidential Hotline queries responded to within 7 days	12 reports submitted in 2018/2019	12 Reports on the number of resolved issues from the Presidential Hotline	Director Corporate Services/Manager i-CR and Communications and Stakeholder Relationship	Queries resolved	Improved Service Delivery	3 Reports on number of unresolved issues from the Presidential Hotline	Target Met: For two months of the quarter the Presidential Hotline was on 100% and during September 2019 only 1 call was not logged and was attended to by the Customer Care Officer.	3 Reports on number of resolved issues from the Presidential Hotline	Target Met: 3 reports submitted during the month of October the Presidential Hotline was on 100% and only 1 call was not logged.	3		
		G2P7A-36	Report on number of Customer Complaints responded to within 7 days	12 reports submitted in 2018/2019	12 Reports on the number of resolved issues from the Municipal Customer Care Complaints register	Director Corporate Services/Manager i-CR and Communications and Stakeholder Relationship	Queries resolved	Improved Service Delivery	3 Reports on the number resolved issues from the Municipal Customer Care Complaints register	Target Met: In July there were complaints regarding Ameyanda and the Customer Care Officer visited two offices and they confirmed that the complaints have been responded to and forwarded to PHU office. There were no complaints lodged during the month of August 2019 and during September 2019.	3 Reports on the number resolved issues from the Municipal Customer Care Complaints register	Target Met: Reports were submitted. No complaints were lodged in the Quarter 2019.	3		
To ensure regular interaction with the public through the public participation plan, notices and meetings such as PPT	COMMUNICATIONS, MARKETING, CUSTOMER CARE & PUBLIC PARTICIPATION G2P7A	G2P7A-37	Number of Mayoral Initiatives held	2 meetings were held in 2018/2019	2 Meetings per ward in 2 quarters	Director Corporate Services/Manager i-CR and Stakeholder Relations IT	Informed Communities	Improved Public Participation within the Municipality	Not a target in Q1	Not a target in Q1	1 Meeting per Ward (17 March)	Target Met: Outreach was held in all 17 Wards of the municipality.	3		
		G2P7A-38	Number of Integrated public participation forum	4 meetings were held in 2018/2019	4 Meetings	Director Corporate Services/Manager i-CR and Stakeholder Relationship	Information sharing with CDM and the Municipality	Improved Public Participation within the Municipality	1 Meetings	Target Met: PPT Meeting was held on the 20th August 2019.	1 Meeting	Target Met: 1 Meeting was held on the 2 December 2019 in Council Chamber, Lady Grey.	3		
		G2P7A-39	Organise the Mayoral Budget Speech	20/02/19 Budget Speech	20/02/2020 Mayoral Budget Speech	Director Corporate Services/Manager i-CR and Stakeholder Relationship/Manager Communications and Political Affairs	Speech Delivered	Improved Public Participation within the Municipality	Not a target in Q1	Not a target in Q1	Not a target in Q2	Not a target in Q2	Not assessed		





SPP 16: 2020 GOVERNANCE AND PUBLIC PARTICIPATION													NPA WEIGHT: 20	
STRATEGY	EIP PROGRAM NUMBER	NPA NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 30 JUNE 2019	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS				REASON FOR REPORTED VARIANCE	MEASURES TAKEN TO IMPROVE PERFORMANCE/ REMEDIAL ACTION/ GENERAL COMMENTS
									QTR 1	Q1 ACTUAL JULY-SEPTEMBER 2019	QTR 2	Q2 ACTUAL OCTOBER-DECEMBER 2019		
To provide the municipality and support of HIV and AIDS, women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects	MANAGEMENT - GPP06	GPP06-03	Number of GPP Structure meetings held (1 quarterly meeting per structure each quarter) Disabled, and Women and children Development	Meeting per structure was held in 2019/2020	3 Meetings held (1 quarterly meeting per structure)	Director Corporate Structures/Manager of GPP and Stakeholder Relations	4 Meetings event held per structure	Improved Monitoring of GPP related issues	1 Meeting held per Structure	WCC AGM was held in Sandton on the 22 August 2019, Disabled Structure Meeting took place on the 14 August 2019 in Sandton.	1 Meeting held per Structure	Target Met, WCC meeting was held on the 8 October 2019 at KwaSi Naledi Hall, Lady Grey. Disability Structure Meeting was held at Sandy East Townhall on the 08 December 2019. Elderly persons meeting was held at Sandy East on 30 October 2019.		

NPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
STRATEGY	ICP PROGRAMME NUMBER	KEY PERFORMANCE INDICATOR	BASELINE 2016-2018	ANNUAL TARGET	INPUT	OUTPUT	OUTCOME	QUARTERLY TARGETS			
								QTR 1	QTR 2	Q3 ACTUAL OCTOBER-DECEMBER 2019	OVERALL ACHIEVEMENT AVERAGE FOR Q1 & Q2
To promote the mainstreaming and upliftment of HIV and AIDS, women and children, youth, people with disabilities and the elderly into municipal Socio-Economic Programmes and Projects.	WASTE MANAGEMENT - GCPPO6	4 Local AIDS Council meetings held	Meetings were held in 2016/2019	4 Quarterly Meetings	Director Corporate Services/Manage r CSR and Stakeholder Relations R 48 723		Improved mainstreaming of HIV/AIDS related issues	1 Quarterly Meeting	Target Met 1 Local AIDS Council Meeting took place in July/Oct on the 11th September 2019.	Target Met. LAC was held on the 18 November 2019.	2
		Senqa Mayoral Cup Held	2016/2018 Senqa Mayoral Cup	2016/2020 Senqa Mayoral Cup held by 30 June 2020	Director Corporate Services/Manage r CSR and Stakeholder Relations Mayoral Tournament & Youth Festival R557 023.00		Improved Youth Development	Not a target in Q1	Not a target in Q1	Target Not Met. The youth festival was moved to be implemented in the fourth quarter.	1
Measures taken to improve performance/ remedial action/ general comments											
Reason for reported variance											
Overall achievement											

Disclaimer: The reporting information provided within this report is reliant on the input reporting / information as provided by the various Directorates/Departments. Difficulties in validating data continue to be experienced. The accuracy of all information provided cannot be assured by the consolidators of said report. Reliance remains on the various Directorates' Departments.