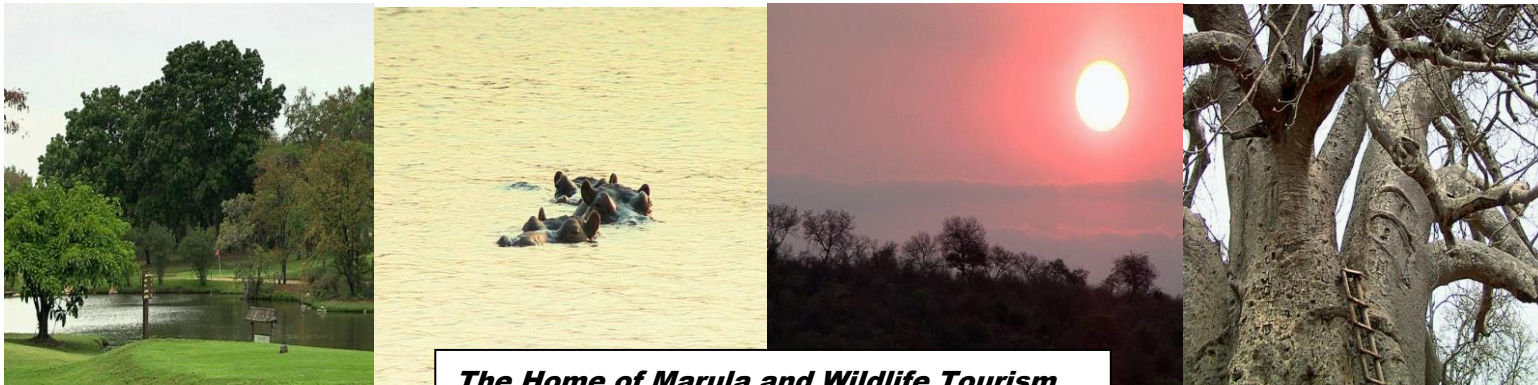


BA-PHALABORWA LOCAL MUNICIPALITY



2018-2019 MID-YEAR PERFORMANCE REPORT



The Home of Marula and Wildlife Tourism

1. Introduction

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.”

2. Legislation

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (SDBIP) as: a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- (a) Projections for each month of-
 - (i) Revenue to be collected, by source; and
 - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

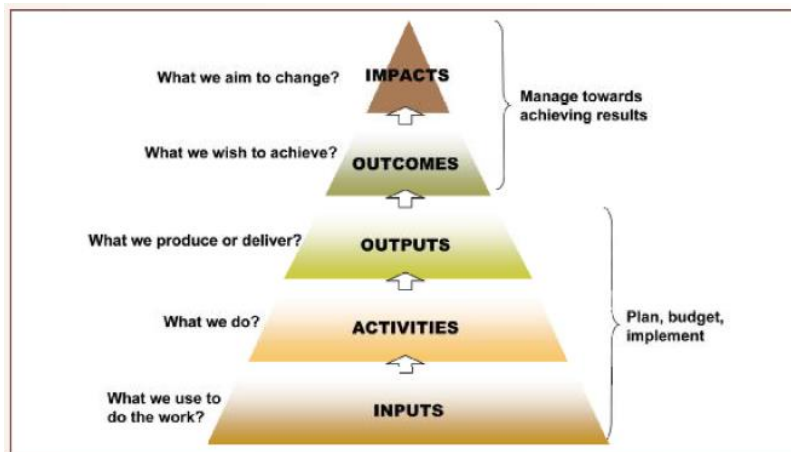
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

3. Methodology And Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by BLM in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information.



4. Strategic Intent

Vision:

“Provision of quality services for community well-being and tourism development

Mission:

“To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”

Values

- Efficiency and effectiveness;
- Accountability;
- Innovation and creativity;
- Professionalism and hospitality;
- Transparency and fairness;
- Continuous learning and
- Conversation conscious

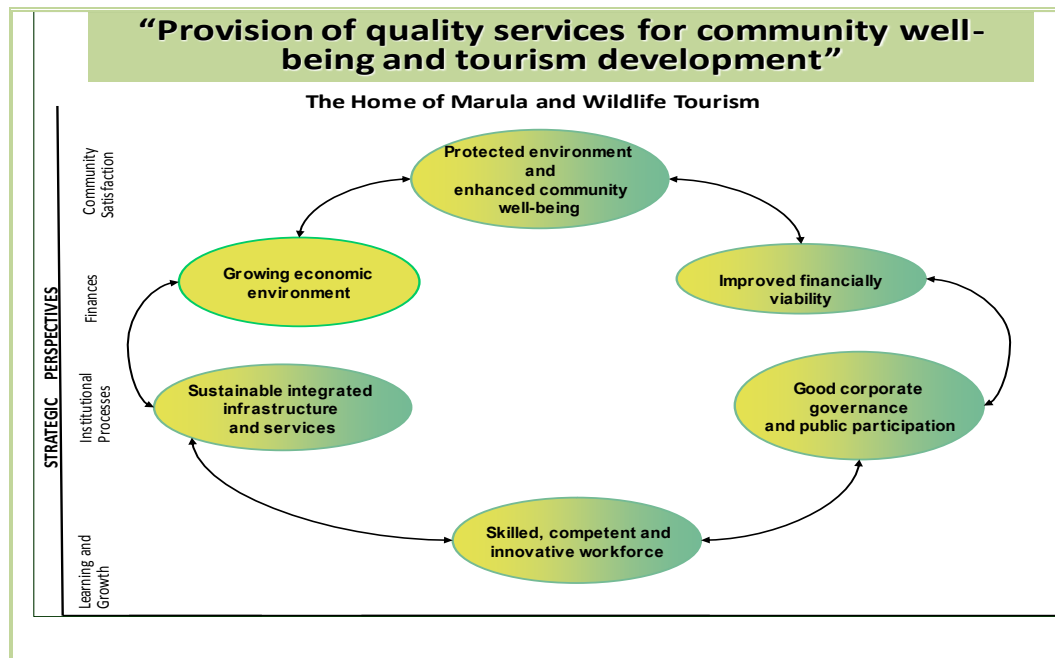
Strategic objectives:

- Promotion of local economy
- Provision of sustainable integrated infrastructure land services
- Sustain the environment
- Improve financial viability
- Good corporate governance and public participation and
- Attract, develop and retain best human capital

Slogan:

“The home of Marula and wildlife tourism”

The strategic objectives are spread across the four perspectives as indicated through the strategic map below:



ACCOUNTING OFFICER'S ASSESSMENT OF PERFORMANCE

1. BACKGROUND OF THE REPORT

Section 72 of the Local Government: Municipal Finance Management Act, 56 of 2003, requires that the accounting officer of a municipality must by the end of Mid-year assess the performance of the municipality and submit a report on each assessment to the mayor of the municipality; the National Treasury; and the relevant provincial treasury.

In terms of Section 72 (2) of the Act, this report is accompanied by a statement compiled in terms of the provisions of Section 71(1).

2. MUNICIPAL MID-YEAR PERFORMANCE AS PER THE ASSESSMENT

The municipality used the top layer SDBIP as approved for implementation during the 2018/19 financial year. The SDBIP is used as a performance monitoring tool for the implementation of the IDP and Budget. The performance target reflected in the SDBIP is as per the IDP objectives. The Administration component is responsible for implementation of the SDBIP and the Political component is responsible for providing oversight. This is done through regular reporting to Council.

3. PERFORMANCE ANALYSIS

| Key Performance Area | Mid –Year Target | Target Achieved | Target not Achieved | Target not Performed | % Achievement |
|--|------------------|-----------------|---------------------|----------------------|---------------|
| Spatial Rationale | 1 | 0 | 0 | 1 | 0% |
| Basic Services Delivery | 10 | 9 | 1 | 0 | 90% |
| Municipal Financial Viability | 9 | 9 | 0 | 0 | 100% |
| Local Economic Development | 6 | 6 | 0 | 0 | 100% |
| Municipal Transformation and Institutional Development | 7 | 5 | 2 | 0 | 71% |
| Good Governance and Public Participation | 26 | 25 | 0 | 1 | 96% |
| Total | 59 | 54 | 3 | 2 | 92% |

MID-YEAR PERFORMANCE ANALYSIS

59/54 Target Achieved

Monthly projections of Revenue for each source

| Sources of Revenue | 2018/19 Monthly Projections | | | | | Evidence Required |
|---------------------------------------|-----------------------------|-----------------------------|-------------------------------|---|--|-------------------|
| | Mid –year target | Mid-Year Actual Performance | Mid-Year Performance Variance | Challenges | Corrective measures/ Interventions | |
| Property Rates | 66,315 | 60,124 | (6,191) | Variance not material | None | Finance report |
| Service charges – electricity | 65,350 | 48,862 | (16,488) | Low collection on electricity due to illegal connection | Continue to investigate and audit electricity meters | Finance report |
| Service Charges – Refuse | 9,540 | 7,850 | (1,690) | Culture of non-payment of services | Debt collectors to assist with revenue collection | Finance report |
| Rental of Facilities and Equipment | 527 | 676 | 149 | None | To adjust during adjustment budget | Finance report |
| Interest on external Investments | 547 | 1,173 | 626 | None | To adjust during adjustment budget | Finance report |
| Interest Earned – Outstanding Debtors | 37,667 | 10 932 | (26,735) | Culture of non-payment of services | Pool of debt collectors have been appointed | Finance report |
| Dividends received | | | | | | Finance report |
| Fines | 237 | 1 899 | 1,662 | None | To adjust during adjustment budget | Finance report |
| Licenses and Permits | 6,238 | 5,060 | (1,178) | Variance not Material | To adjust during adjustment budget | Finance report |
| Agency services | 1,422 | 1,265 | (157) | Variance not Material | None | Finance report |

| | | | | | | |
|------------------------------------|----------------|----------------|---------------|-----------------------|------------------------------------|----------------|
| Transfers recognised - operational | 68,636 | 103,164 | 34,528 | None | None | Finance report |
| Transfers recognised - capital | 14,933 | 16,938 | 2,006 | Variance not Material | Spend as per the plan | Finance report |
| Other Revenue | 950 | 1,616 | 667 | None | To adjust during adjustment budget | Finance report |
| Total Revenue by Source | 272,096 | 259,558 | 12,538 | | | |

Monthly Projections of Revenue and Expenditure by Vote: (Operating) Mid-Year

| Expenditure and Revenue by Vote | 2018-19 Mid-year Target Opex | 2018-19 Mid-Year Actual Performance | 2018-19 Mid-Year Actual Performance variance | Remarks/Challenges | Corrective measures | Evidence Required |
|---------------------------------|------------------------------|-------------------------------------|--|--|---|-------------------|
| Executive and council | 27,347 | 25,577 | (1,770) | Variance not material | None | Finance report |
| Budget and Treasury | 45,835 | 20,559 | (25,276) | Low expenditure in the Revenue and Debt management section | To implement revenue enhancement strategy | Finance report |
| Corporate Services | 24,377 | 18 085 | (6 ,292) | Insufficient funds to cater budgeted operating expenditure | To implement revenue enhancement strategy | Finance report |
| Community and Social Services | 30,605 | 22,942 | (7,663) | Insufficient funds to cater budgeted operating expenditure | To implement revenue enhancement strategy | Finance report |
| Public Safety | 6 142 | 4 650 | (1 491) | Insufficient funds to cater budgeted operating expenditure | To implement revenue | Finance report |

| | | | | | | |
|-------------------------------------|----------------|----------------|-----------------|--|---|----------------|
| | | | | | enhancement strategy | |
| Economic and Environmental Services | 7 460 | 4 785 | (2 675) | Insufficient funds to cater budgeted operating expenditure | To implement revenue enhancement strategy | Finance report |
| Road Transport | 45,663 | 24,784 | (20,879) | Insufficient funds to cater budgeted operating expenditure | To implement revenue enhancement strategy | Finance report |
| Electricity | 64,594 | 43 972 | (20 622) | Insufficient funds to cater budgeted operating expenditure | To implement revenue enhancement strategy | Finance report |
| Waste Management | 4 185 | 2 889 | (1 296) | Insufficient funds to cater budgeted operating expenditure | To implement revenue enhancement strategy | Finance report |
| Total by Vote | 257 161 | 167 931 | (89 230) | | | |

Monthly Projections of Revenue and Expenditure by Vote: (Capital) Mid-Year

| Expenditure and Revenue by Vote | 2018-19 Mid-Year Target Capex | 2018-19 Mid – year Actual Performance | 2018-19 Mid – Year Actual Performance variance | Remarks/Challenges | Corrective measures | Evidence Required |
|---------------------------------|-------------------------------|---------------------------------------|--|--|---|-------------------|
| Executive and council | | | | | | Finance report |
| Budget and treasury office | | | | | | Finance report |
| Corporate services | 1,675 | 182 | (1,493) | Capital projects not yet implemented | Fast track the implementation before year end | Finance report |
| Road transport | 15,783 | 17,334 | 1,552 | Ben Farm street paving and Tambo street paving are performing well | None | Finance report |
| Electricity | 2,250 | - | 2,250 | Internally funded projects not yet implemented | Spend as per the plan | Finance report |
| Total by Vote | 19,708 | 17,156 | 2,309 | | | |

Monthly Projections of Revenue and Expenditure by Vote: (Revenue) Mid -Year

| Revenue by Vote | 2018-19 Mid-Year Target Revenue | 2018-19 Mid-Year Actual Performance | 2018-19 Mid-Year Actual Performance variance | Remarks/Challenges | Corrective measures | Evidence Required |
|-------------------------------|--|--|--|--|---|-------------------|
| Budget and Treasury | 163,189 | 171,716 | 8,528 | Variance not material | To adjust during adjustment budget | Finance Report |
| Corporate Services | 341 | 941 | 600 | Hiring of municipal venues is performing well. | To adjust during adjustment budget | Finance Report |
| Community and Social Services | 7,930 | 6,499 | (1,431) | Reduction by Magistrate and Culture of non-payment of traffic fines. | Conduct road blocks | Finance Report |
| Public Safety | 150 | 255 | 105 | High collections on traffic fines | To adjust during adjustment budget | Finance Report |
| Planning and development | 33 | 76 | 43 | Advertisement of billboards performing well. | To adjust during adjustment budget | Finance Report |
| Road Transport | 16,664 | 18 346 | 1,682 | MIG Projects performing well | To adjust during adjustment budget | Finance Report |
| Electricity | 71 241 | 50 072 | (21,169) | Culture of non-payment of services | To adjust during adjustment budget | Finance Report |
| Waste Management | 12 549 | 9,672 | (2,877) | Culture of non-payment of services | Debt collectors to assist with revenue collection | Finance Report |
| Total by Vote | 272 096 | 257 577 | (14,519) | | | |

| |
|---|
| Detailed Institutional Performance Results for 2018/19 Mid-Year per Key Performance Areas |
|---|

| | |
|---------------------------|------------------|
| <i>Under-Performance</i> | 0 - 50% |
| <i>Partially achieved</i> | 50 – 74% |
| <i>Good Performance</i> | 75 – 100% |
| <i>Over achieved</i> | Over 100% |
| <i>Non-Performance</i> | |

Note:

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

KPA 1:

Spatial Rationale

| KPA 1: Spatial Rationale | | | | | | | | | | | | | | |
|----------------------------|-------------------------------|-------------------------|--|---------------------------------------|----------------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|--|---|---------------------|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| 1.1 Spatial Rationale | | | | | | | | | | | | | | |
| 1.1.2 | Governance and Administration | Sustain the environment | Turnaround time of land use & development applications submitted to Mopani Planning Tribunal by 30/06/2019 | Senior Manager Planning & Development | Within 60 days of received | Within 60 of received | Opex | Within 60 of received | 0 | 0 | 3 Applications received but not submitted to Tribunal | Slow response by on comments departments | Departments to comments within time frame | Submission Register |

KPA 2:

BASIC SERVICE DELIVER

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | | |
|----------------------------|--------------------------|--|--|-----------------------------------|---------------------|------------------------|---------|--------------------------------------|-----------------------------|--------------------------------------|---|--|--|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| 2.1 Electricity | | | | | | | | | | | | | | |
| 2.1.1 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | % on reduction of electricity losses each quarter by 30/06/2019 | Senior Manager Technical Services | 4,27% | 15% | OPEX | 7.5% | -5.5% | 13% | Figures are preliminary, as there are information from Revenue not received yet | Challenges are with non-metering, non-meter reading, non-billing, Technical losses are under control | A proper meter audit is still needed | BPM billing to consumers and Eskom bill |
| 2.1.2 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Expenditure on electricity capital funding spent per quarter by 30/06/2019 | Senior Manager Technical Services | R55 123 53.05 | R20.25m | R20.25m | R10m | R 0 | R1.5M | The payment of R1.5 M is delayed due to legal | None | Legal to assist in finalizing the matter | Payment Certificates and Expenditure Reports |

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | | |
|----------------------------|--|--|---|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | actions | | | |
| 2.1.3 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Number of HH with access to electricity by 30/06/2019 | Senior Manager Technical Services | 42316 | 42316 | OPEX | 42316 | 42316 | 0 | Awaiting final figures from Eskom | None | None | BPM billing to consumers. and Eskom bill |
| 2.2 Roads & Storm Water | | | | | | | | | | | | | | |
| 2.2.1 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Number of km of gravel roads upgraded to tar by 30/06/2019 a. Benfarm is 0.8 km b. Tambo phase 1 is 0.7 km) c. Tshelang gape is 0.6 30/06/2019 | Senior Manager Technical Services | 3,8km | 2.1km | R16.6m | 1km | 1,5 km | -0,5km | Benfarm 0,8km; Tambo is 0,7km completed | None | None | Project Report. Projects completion certificates and report |
| 2.2.2 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Expenditure on roads capital funding spent per quarter by 30/06/2019 | Senior Manager Technical Services | R17195858 | R16.6 m | R16.6m | R10m | R 11.2 m | -R1,2 m | None | None | None | Payment Certificates and Expenditure Reports |
| 2.3 Parks and Cemetery | | | | | | | | | | | | | | |
| 2.3.1 | Protect Environment and Community Well being | Sustain the Environment | Number of reports on maintenance of parks by 30/06/19 | Senior Manager Community Services | New Indicator | 11 | OPEX | 6 | 6 | 0 | Six reports on maintenance of parks | None | None | Monthly reports to council, Council resolution and pictures of maintenance |

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | | |
|---------------------------------|--|------------------------------------|--|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|-------------------------------------|------------|---------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | | | | parks |
| 2.3.2 | Protect Environment and Community Well being | Sustain the Environment | Number of reports on maintenance of cemetery 30/06/19 | Senior Manager Community Services | New Indicator | 11 | OPEX | 6 | 6 | 0 | Six reports on cemetery maintenance | None | None | Monthly reports to council, Council resolution and pictures of maintenance of cemetery Information submitted |
| 2.4 Public Transport and Safety | | | | | | | | | | | | | | |
| 2.4.1 | Protect Community Road Safety and Well being | Provision of community Road Safety | Number of Roadblocks Conducted by 30/06/19 | Senior Manager Community Services | New Indicator | 11 | OPEX | 6 | 29 | +23 | 29 Roadblocks conducted | None | None | Monthly reports to council and Council resolution |
| 2.5 Waste Management | | | | | | | | | | | | | | |
| 2.5.1 | Protect Environment and Community Well being | Sustain the Environment | Number of quarterly reports submitted for rehabilitation and closure of Phalaborwa landfill site by 30/06/2019 | Senior Manager Community Services | New Indicator | 4 | OPEX | 2 | 2 | 0 | None | None | None | Quarterly report to council and council resolution |
| 2.5.2 | Technical | Provision of | Number of | Senior | 22941 | Reporting | OPEX | 22941 | 22941 | 0 | To | Lack of | None | Billing report |

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | | |
|----------------------------|----------------|--|--|----------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|------------------------------------|------------|----------------|--------------------------------------|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | |
| | infrastructure | sustainable integrated infrastructure and services | Households with access to basic waste removal services by 30/06/2019 | Manager Community Services | | indicator | | | | | extended collection to rural areas | resources | | and collection report in rural areas |

KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

| KPA 3: Municipal Financial Viability and Management | | | | | | | | | | | | | | |
|---|------------------------------------|--|---|-------------------------|---------------------|------------------------|--------|--|-----------------------------|--------------------------------------|-------------------------------|------------|---------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Evidence Required | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | Evidence Required |
| 3.1 Financial Management | | | | | | | | | | | | | | |
| 3.1.1 | Good governance and administration | Good corporate governance and public participation | Number of approved budget planning schedule by 31/08/2018 (Legislated date) | Chief Financial Officer | 1 | 1 | OPEX | 1 | 1 | 0 | Approved on the 14th Aug 2018 | None | None | approved budget planning schedule and Council resolution |
| 3.1.5 | Governance and administration | Good corporate governance and public participation | Number of Supply Chain structures / Committees members appointed by 07/07/2018 | Municipal Manager | 3 | 3 | OPEX | 3 (Specification, Evaluation and Adjudication) | 3 | 0 | Appointed on the 3rd July | None | None | Appointment letters of bid committees members |
| 3.1.6 | Governance and administration | Improve financial viability | Number of quarterly movable asset verifications conducted by 30/06/19 | Chief Financial Officer | 4 | 4 | OPEX | 2 | 1 | 1 | | | | Quarterly assets verifications reports |
| 3.1.7 | Governance and administration | Improve financial viability | Number of S71 reports submitted within 10 days at the end of each month to National and | Chief Financial Officer | 12 | 12 | OPEX | 6 | 6 | 0 | Submitted on the 14/12/2018 | None | None | Monthly financial oversight reports. Proof of submission within 10 days. |

| KPA 3: Municipal Financial Viability and Management | | | | | | | | | | | | | | |
|---|------------------------------------|--------------------------------------|--|-------------------------|---------------------|------------------------|--------|-------------------------------|--------|--------|------|------|--|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Evidence Required | | | | | | Remarks |
| Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | | | | | | | | | | | | |
| | | | Provincial Treasury | | | | | | | | | | | |
| 3.1.8 | Governance and administration | Improve financial viability | % of improvement in revenue collection monthly (improvement from 65 to 90% by 30/06/2019 budget year | Chief Financial Officer | 64% | 80% | OPEX | 40% | 74.37% | -34.37 | None | None | | Quarterly reports on revenue collection |
| 3.1.9 | Governance and administration | Improve financial viability | % of Current Debt collected by 30/06/19 | Chief Financial Officer | 78% | 80% | Opex | 40% | 74.37% | -34.37 | None | | | Quarterly reports on current debt collection |
| 3.1.11 | Good governance and administration | Improve financial viability | Expenditure spent quarterly on MIG by 30/06/2019 | Chief Financial Officer | R29,690m | R38m | CPEX | R25m | R16.9m | R-8.1m | | | | Finance reports, MIG monitoring report/payment certificates |
| 3.1.12 | Good governance and administration | Improve financial viability | % of quarterly Municipal Capital Budget spent by 30/06/2019 | Chief Financial Officer | 67% | 100% | Opex | 50% | 43% | -7% | | | | Finance reports |
| 3.1.13 | Good governance and administration | Improve financial viability | % OF quarterly Municipal Personnel Budget spent by 30/06/2019 | Chief Financial Officer | 88% | 100% | Opex | 50% | 44% | 6% | | | | Expenditure report |

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

| KPA 4: Local Economic Development | | | | | | | | | | | | | | |
|-----------------------------------|----------|----------------------------|--|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|--|--------------------------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | |
| 4.1 Job creation | | | | | | | | | | | | | | |
| 4.1.1 | Economic | Promotion of local economy | Number of jobs created quarterly through capital Projects by 30/06/2019 (Temporary jobs) | Senior Manager Technical Services | 63 | 110 | R2.m | 50 | 47 | -3 | Mashishi male sports complex works on hold due to financial constraint as results lost on work opportunities to be created | Not enough allocation on our capital project to run simultaneously to enable sufficient work opportunities to be created | Increase on project allocation | ID Numbers of people appointed and Payroll Reports Poe provided |
| 4.1.2 | Economic | Promotion of | Number of full time | Senior Manager | 89 | 57 | R1.m | 50 | 58 | +8 | 58 EPWP | none | none | ID Numbers |

| KPA 4: Local Economic Development | | | | | | | | | | | | | | |
|-----------------------------------|----------|----------------------------|--|--|---------------------|------------------------|----------------|--------------------------------------|-----------------------------|--------------------------------------|---|---|--|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | |
| | | local economy | equivalent jobs created quarterly through EPWP | Technical Services | | | | | | | beneficiaries appointed in the month of October 2018 for a period of 9 months | | | of people appointed and Payroll Reports |
| 4.1.3 | Economic | Promotion of local economy | Number of quarterly LED Forums meetings held by 30/06/2019 | Senior Managing Planning and Development | New | 4 | OPEX | 2 | 1 | 1 | The 1 st quarter forum postpone due to unforeseen circumstances | None | It is proposed that in the 4 th quarter 2 meetings be held given calendar activities. | Invitations, Attendance register and minutes PoE Provided |
| 4.2 Enterprise Support | | | | | | | | | | | | | | |
| 4.2.1 | Economic | Promotion of local economy | Number of SMMEs supported quarterly through the municipal SCM (procurement) by 30/06/2019 | Chief Financial Officer | 85 | 100 | OPEX & CAPITAL | 50 | 105 | +55 | Continue to support SMME to grow the economy | None | None | System generated Expenditure report |
| 4.2.2 | Economic | Promotion of local economy | Number of municipal Tourist Statistics/Data Analysis quarterly Report undertaken by the municipality by 30/06/2019 | Senior Managing Planning and Development | New | 4 | OPEX | 2 | 2 | 0 | 1 st and 2 nd quarter reports submitted | KNP submitted stats late due to ICT challenges. | None | Quarterly report, Tourism and Hospitality occupancy reports. |
| 4.3 Tourism Development | | | | | | | | | | | | | | |

| KPA 4: Local Economic Development | | | | | | | | | | | | | | |
|-----------------------------------|----------|----------------------------|--|--|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| 4.3.1 | Economic | Promotion of local economy | Number of quarterly municipal tourist destination promotion and marketing initiatives undertaken by the municipality by 30/06/2019 | Senior Managing Planning and Development | 3 | 3 | R500 | 1 | 1 | 0 | September Tourism month activities reported. Rand Easter and Indaba to be reported in the 4 th quarter | None | None | Visitors attendance Registers, Stakeholders engagement report. Provided |

KPA 5:

Municipal Transformation and Institutional Development

KPA 5: Municipal Transformation and Institutional Development

| KPA 5: Municipal Transformation and Institutional Development | | | | | | | | | | | | | | |
|---|------------------------------------|--|--|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| 5.1 Organisational Design & Human Resource | | | | | | | | | | | | | | |
| 5.1.2 | Good governance and administration | Good corporate governance and public participation | Number of HR Policies Reviewed per quarter by 30/06/2019 | Senior Manager Corporate Services | 8 | 8 | OPEX | 4 | 5 | +1 | The following four policies were approved:- Employee Transfer Policy (467/18) Acting on | None | None | Council Resolutions on Reviewed policies and copies of Reviewed Policies. |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|------------------------------------|--|---|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|--|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | higher positions (468/18) Code of Conduct for Employees (507/18) Staff Recruitment and retention strategy (508/18) Staff Provisioning Policy (509/18) | | | |
| 5.1.4 | Good governance and administration | Attract, develop and retain best human capital | Number of S56 Senior Managers position filled by 30/06/2019 | Municipal Manager | 1 | 2 | OPEX | 2 | 2 | 0 | The position of Senior Manager Corporate Services and Senior Manager Technical Services are filled. | None | None | Appointment letters; appointment register, details of new employees and copies of adverts. |
| 5.1.5 | Good | Attract, | Number of | Senior | 20 | 20 | OPEX | 10 | 10 | 0 | The | None | None | Appointment |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|-------------------------------|------------------------------------|--|---|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|--|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | governance and administration | develop and retain best human capital | prioritised vacant positions to be filled per quarter by 30/06/2019 | Manager Corporate Services | | | | | | | following positions were filled:- Technician: PMU Manager: Civil Engineering Tractor Drivers x 3 Manager: SCM Manager: Water Services MPAC Secretary | | | nt letters; appointment register, details of new employees and copies of adverts |
| 5.3 Skills Development | | | | | | | | | | | | | | |
| 5.3.2 | Good governance and administration | Attract, develop and retain best human capital | Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2019(1% legislation) | Senior Manager Corporate Services | R2478028.52 | R2,9m | R2,9m | R1.8m | R403 326.00 | R3 191 281.00 | The following trainings were offered to employees and Councillors July 2018 | Cash flow | None | Expenditure reports; implementation reports |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | Deterring fraud and corruption 3 learners attended Detering Fraud and Corruption from 26 to 27 July 2018. Five (5) learners attended the Account payable course from 18 to 20 July 2018. Three (3) learners attenGigfar o conference from 2 to 3 July 2018. One (1) learner attended | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | Professional Internal Audit from 16 to 18 July 2018. <u>AUGUST</u> BILLING TRAINING Two (2) learners attended the training from the 12 to the 18 August 2018. EFFECTIVE INTERNAL AND EXTERNAL OFFICE COMMUNICATION Five (5) learners attended the training from the | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | 14 th to the 17 th of August 2018. NATIONAL WOMEN'S COMMISSION Two (2) councillor's attended the training from the 13 th to the 15 th of August 2018. LIMPOPO PROVINCIAL ASSEMBLY Three (3) attended the training on the 7 th to 8 th August 2018 INTERNAL AUDIT | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | ANNUAL CONFERENCE Four (4) candidates attended from the 13 th to the 15 th August 2018 LIASA CONFERENCE One (1) Candidate attended from the 24 th to the 30 th of August 2018 MANAGEMENT ELECTRONICS One (1) learner attended from the 6 th to the 10 th of August 2018 | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | Finance, Risk and AUDIT TRAINING Three (3) learners attended on the 4 th of August with one councillor <u>SEPTEMBER</u> MSCOA(PERFORMANCE MANAGEMENT Three (3) learners attended the training from the 12 to the 14 September 2018 . PERFORMANCE MANAGEMENT | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | SYSTEM Four (04) learners attended the training from the 12 th to the 14 th of September 2018. GARTER SYMPOSIUM Two (2) Leaners attended the training from the 17 th to the 19 th of September 2018. CORPORAT E COMMUNI CATION AND PUBLIC RELATION two (02) attended the training | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | on the 19 th to 20 th September 2018 DIMSA(Dis aster Manageme nt Institution of Southern Africa two (2) leaners attended from the 19 th to the 20 th September 2018 Excel Dashboard workshop One (1) Candidate attended from the 27 ^h to the 28 th of September 2018 POPIA | | | |

| KPA 5: Municipal Transformation and Institutional Development | | | | | | | | | | | | | | |
|---|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|-------------------|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | (Protective of Personal Information) Nine (09) Senior Managers and Six (06) Councillors attended on the 19 of September 2018 <u>OCTOBER</u> Two (2) learners attended Public Sector Ethics Officer Certificate from 15 – 19 October 2018. Twenty-five (25) learners attended an unlawful, irregular and | | | |

| KPA 5: Municipal Transformation and Institutional Development | | | | | | | | | | | | | | |
|---|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | fruitless expenditure course on the 4 th October 2018. Ten (10) learners attended the Integrated Induction program course from 1 to 2 October 2018. Three (3) learners attended the IMPSA Conference from 31 st November to 2 nd November 2018. <u>NOVEMBER</u> MUNICIPAL SPORTS FACILITIES | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | FUNDING FORUM Two (2) learners attended the training from the 30 th November to the 1 st of December 2018 - TLMPO-SA CONFERENCE Three candidates attended the conference from the 14-16 November 2018. PERSONAL ASSISTANCE FORUM Two learners attended the forum from the 26 | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | to 27 of November 2018. | | | |
| | | | | | | | | | | | MSQOA | | | |
| | | | | | | | | | | | One learner attended from 26 -27 November 2018 | | | |
| | | | | | | | | | | | FIRST AID | | | |
| | | | | | | | | | | | Eighty (18) learners attended the training from 12-13 November 2018 | | | |
| | | | | | | | | | | | CUSTOMER CARE | | | |
| | | | | | | | | | | | Twenty three Leaners attended the training from 27-28 November 2018 | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|---------------|-------------------|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | <p>SACPCMP COURSE</p> <p>One learner attended from 26 to 30 November 2018.</p> <p>DECEMBER 2018</p> <p>Four (4) learners attended the Asset Management Training Course from 12 to 14 December 2018.</p> <p>Two (2) attended the PA Forum from 19 to 21 December 2018.</p> <p>Five (5) learners</p> | | | |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|-----------------------------------|------------------------------------|--|---|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|---|--|---|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | attended National House of Assembly from 9 to 11 December 2018. | | | |
| 5.4 Performance Management System | | | | | | | | | | | | | | |
| 5.4.1 | Good governance and administration | Good corporate governance and public participation | Number of S54&56 signing of Annual Performance Agreements by 30/07/2018 (One month after the start of each financial year | Municipal Manager | 6 | 6 | OPEX | 6 | 6 | 0 | All managers signed their performance agreements | None | None | Copies of signed Performance Agreements with dates complying the legislated time line& submission letters to COGHSTA. |
| 5.4.2 | Good governance and administration | Good corporate governance and public participation | Number of Individual Performance Assessments of s54&56 Managers conducted to review their performance by 30/06/2019(| Municipal Manager | 2 | 2 | OPEX | 1 | 0 | 1 | Scorecards has been send to all Senior Managers for them to assess themselves | Slow response by Senior Managers which delays the process | Assessment will be conducted before the end of Third Quarter | Approved Schedule of Individual Performance Assessments, Assessment records, attendance |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
|----------------------------|------------------------------------|--|--|--|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|---------------|---|
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | Mid – year/Annual) | | | | | | | | | | | registers and Scorecards and reports |
| 5.5 OHS | | | | | | | | | | | | | | |
| 5.5.1 | Good governance and administration | Good corporate governance and public participation | Number of scheduled Institutional OHS quarterly meetings by 30/06/2019 | Acting Senior Manager Corporate Services | 4 | 4 | OPEX | 2 | 1 | 1 | <p>The first institutional OHS quarterly meeting was held on the 12 October 2018</p> <p>The second OHS quarterly meeting will be held on the 10 January 2019</p> <p>Note that all OHS quarterly meetings are held on the fourth month after the full quarter in order to capture all the injuries</p> | None | None | 4 Quarterly Reports, minutes and attendance registers |

| KPA 5: Municipal Transformation and Institutional Development | | | | | | | | | | | | | | |
|---|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|-----------------------|------------|---------------|-------------------|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | Evidence Required |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions | |
| | | | | | | | | | | | for the whole months. | | | |

KPA 6:

**GOOD GOVERNANCE & PUBLIC
PARTICIPATION**

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|------------------------------------|--|---|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|-------------------------------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| 6.1 Council and Executive Management | | | | | | | | | | | | | | |
| 6.1.1 | Good governance and administration | Good corporate governance and public participation | Number of scheduled quarterly Council meetings held by 30/06/2019 | Senior Manager Corporate Services | 15 | 7 | OPEX | 3 | 6 | +2 | 4 council meetings and 2 special council meetings held | None | None | Minutes of council meetings, attendance registers |
| 6.1.2 | Good governance and administration | Good corporate governance and public participation | Number of scheduled monthly Exco meetings by 30/06/2019 | Senior Manager Corporate Services | 15 | 11 | OPEX | 5 | 7 | +2 | 5 ordinary Exco meetings and 2 special meetings held | None | None | Minutes of EXCO meetings, attendance registers p |
| 6.1.3 | Good governance and administration | Good corporate governance and public participation | Number of scheduled quarterly MPAC meetings held as per legislation by 30/06/2019 | Municipal Manager | 7 | 4 | OPEX | 2 | 3 | +1 | Three meetings held | None | None | Council Approved MPAC schedule of meetings/Attendance registers Submitted |
| 6.1.4 | Good governance and administration | Good corporate governance and public participation | % of MPAC quarterly Resolutions implemented by 30/06/2019 | Municipal Manager | 18% | 53% | Opex | 100% | 67,8 | 32.2% | Responses from departments have been slow | None | Management to implement resolutions | Resolution register Pd |
| 6.1.5 | Good governance | Good corporate | Number of scheduled | Municipal Manager | 17 | 11 | OPEX | 5 | 6 | +1 | Six Senior Management | None | None | Minutes of Senior |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|------------------------------------|--|---|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|----------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| | ce and administration | governance and public participation | monthly senior management meetings held by 30/06/2019 | | | | | | | | meetings held | | | Management meetings, attendance registers Pitted |
| 6.1.6 | Good governance and administration | Good corporate governance and public participation | Number of scheduled monthly Portfolio Committee meetings held by 30/06/2019 | Municipal Manager | 53 | 55 | OPEX | 30 | 32 | +2 | 32 Monthly Portfolio Committee meetings held. | None | None | Minutes of Porfolios meetings, attendance registers t |
| 6.2 Public Participation and Ward Committees | | | | | | | | | | | | | | |
| 6.2.1 | Good governance and administration | Good corporate governance and public participation | Number of IDP REP Forum meetings held by 30/06/2019 | Municipal Manager | 5 | 3 | OPEX | 1 | 2 | +1 | Two IDP Rep Forum meetings held | None | None | Attendance registers, agendas, invitations |
| 6.2.2 | Good governance and administration | Good corporate governance and public participation | Number of IDP Steering Committee meetings held by 30/06/2019 | Municipal Manager | 5 | 4 | OPEX | 2 | 2 | 0 | Two IDP Steering Committee meeting held | None | None | Attendance registers, agendas, invitations p |
| 6.2.3 | Good governance and administration | Good corporate governance and public participation | Number of consolidated monthly reports of Ward Committee meetings | Municipal Manager | 8 | 11 | OPEX | 5 | 5 | 0 | Five consolidated reports | None | None | Consolidated monthly report (Minutes of ward committee meetings and |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|------------------------------------|--|---|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|--------------------------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| | | | scheduled and convened by 30/06/2019 (Functionality of ward committees) | | | | | | | | | | | attendance register) Provided |
| 6.2.4 | Good governance and administration | Good corporate governance and public participation | Number of quarterly Mayoral Izimbizos and public participation | Municipal Manager | 4 | 4 | OPEX | 2 | 2 | 0 | Two Mayoral Izimbizos held | None | None | Attendance registers, Imbizo reports P |
| 6.2.5 | Good governance and administration | Good corporate governance and public participation | % of complains resolved quarterly | Municipal Manager | 96.9% | 100% | Opex | 100% | 98% | 2% | Only activities that requires the other spheres of governments are not fulfilled | None | To engage relevant departments | Complains register, batho pele report r |
| 6.3 Corporate Governance | | | | | | | | | | | | | | |
| 6.3.1 | Good governance and administration | Good corporate governance and public participation | Number of Audit Committee quarterly meetings held by 30/06/2019 | Municipal Manager | 7 | 7 | OPEX | 4 | 5 | +1 | 1 special meeting was held to address opening balances | None | None | Copies of approved minutes, attendance registers Four Audit committee meetings minutes P Submitted |
| 6.3.3 | Good governance | Good corporate | Number of Audit | Municipal Manager | 12 | 12 | OPEX | 6 | 6 | 0 | Six Audit Steering | None | None | Approved minutes and |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|------------------------------------|--|---|-----------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|----------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| | ce and administration | governance and public participation | Steering Committee quarterly meetings held by 30/06/2019 | | | | | | | | Committee Meeting held | | | attendance registers. (Exco and Management) |
| 6.3.5 | Good governance and administration | Good corporate governance and public participation | % Implementation of IA Plan per quarter by 30/06/2019 | Chief Executive Audit | 100% | 100% | OPEX | 50% | 35% | 15% | 3 projects relating to MSCOA was not implemented due to delay in migration of information. | None | None | Audit Committee Report to Council. |
| 6.3.6 | Good governance and administration | Good corporate governance and public participation | % Implementation of Internal Audit Action Plan by 30/06/2019 | Municipal Manager | 38% | 100% | OPEX | 75% | 63% | 12% | There is delay in implementation of IA findings. | None | None | Internal Audit Follow-up Report |
| 6.3.7 | Good governance and administration | Good corporate governance and public participation | Number of quarterly Audit Performance Committees resolutions and Reports presented to Council by 30/06/2019 | Chief Executive Audit | 4 | 4 | R70000 | 2 | 2 | 0 | Two Audit Performance Committee resolution reports presented to Council | None | None | Audit Committee Reports |
| 6.3.9 | Good governance and | Good corporate governance | Number of 2017/18 AFS and Annual | Municipal Manager | 1 | 1 | OPEX | 1 | 1 | 0 | Annual Performance Report was | None | None | Submission letter and copy of final |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|------------------------------------|--|--|-----------------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|----------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| | administration | and public participation | Performance Report submitted to AG by 31/08/2018 | | | | | | | | submitted to AG and other stakeholders on the 25 th of August 2018 | | | AFS |
| 6.3.12 | Good governance and administration | Good corporate governance and public participation | Number of monthly Local Labour Forum meetings held by 30/06/2019 | Senior Manager Corporate Services | 11 | 11 | OPEX | 5 | 10 | +5 | 6 Normal meetings and 3 special meetings were held as follows: 25/07/2018 LLF 13/08/2018 Special LLF 28/08/2018 LLF 19/09/2018 Special LLF 26/09/2018 LLF 12/10/2018 Special LLF 15/10/2018 Special LLF 29/10/2018 | None | None | LLF minutes and attendance register. P |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|------------------------------------|--|--|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|----------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| | | | | | | | | | | | LLF 29/11/2018 LLF 12/12/2018 LLF | | | |
| 6.4 Risk Management, Fraud & Anti-Corruption | | | | | | | | | | | | | | |
| 6.4.3 | Good governance and administration | Good corporate governance and public participation | Number of quarterly Institutional Risk Management Committee meetings held by 30/06/2019 | Municipal Manager | 5 | 4 | OPEX | 2 | 2 | 0 | Meeting held on the 22 August 2018 & 02 November 2018. | None | None | Minutes of the Risk Committee meeting and attendance register mitted |
| 6.4.4 | Good governance and administration | Good corporate governance and public participation | % of fraud and corruption cases reported and investigated within 30 working days by 30/06/2019 | Municipal Manager | 100% | 100% | Opex | 100% | 0% | 0% | No case was reported. | None | None | Investigation reports |
| 6.5 HIV/AIDS | | | | | | | | | | | | | | |
| 6.5.1 | Good governance and | Provision of sustainable integrated | Number of quarterly outreach | Municipal Manager | 16 | 16 | Opex | 8 | 10 | +2 | Ten HIV/AIDS Outreach programmes | None | None | Outreach programmes |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|-------------------------------|--|--|---------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---|------------|----------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| | administration | infrastructure and services | programmes conducted by 30/06/2019 | | | | | | | | conducted | | | reports |
| 6.6 Security management | | | | | | | | | | | | | | |
| 6.6.1 | Governance and Administration | Good corporate governance and public participation | Number of quarterly Security Management reports for Safeguarding of Council Assets by 30/06/2019 | Municipal Manager | 4 | 4 | Opex | 2 | 2 | 0 | 1 st & 2 nd quarter reports submitted | None | None | Security Management Reports Provided |
| 6.7 Disaster Management | | | | | | | | | | | | | | |
| 6.7.1 | Governance and Administration | Good corporate governance and public participation | Number of quarterly disaster awareness campaigns conducted by 30/06/2019 | Municipal Manager | 4 | 4 | Opex | 2 | 2 | 0 | Two disaster awareness campaigns conducted | None | None | Agenda, attendance registers ^P |
| 6.9 Integrated Development planning | | | | | | | | | | | | | | |
| 6.9.1 | Governance and Administration | Good corporate governance and public participation | Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by 31/07/2018 | Municipal Manager | 1 | 1 | OPEX | 1 | 1 | 0 | reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by council | None | None | Council Approved IDP, Budget, PMS Process Plan Provided |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|-------------------------------|-----------------------------------|---|-----------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|--|------------|----------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/18) | Annual Target 30/06/19 | Budget | 2018/19 Quarterly Projections | | | | | | |
| | | | | | | | | Mid -Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Intervention s | Evidence required |
| 6.10 Communication | | | | | | | | | | | | | | |
| 6.10.2 | Governance and Administration | Advance good corporate governance | % for submission of information for publishing on the website as according to legislation checklist | Municipal Manager | 100% | 100% | Opex | 100% | 100% | 100% | All document required by legislation are published on website e.g 2018/19 Performance Agreements | None | None | Legislation checklist |
| 6.10.3 | Governance and Administration | Advance good corporate governance | Number of quarterly Local communicato rs forum held by 30/06/2019 | Communication manager | New | 4 | Opex | 2 | 2 | 0 | Two Local communicato rs forum held | None | None | Invitations, Minutes and attendance registers Prov |

CAPITAL PROJECTS PER RESPONSIBLE MANAGER

| Vote No. | Responsible Manager | Project Name | Total Capital Budget (R'000) | Planned Start Date | Planned Completion Date | Ward No. | Mid-Year target (1 Jul – 31 Dec 18) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks and Challenges. | Evidence required |
|--------------------------|--------------------------|---|------------------------------|--------------------|-------------------------|----------|-------------------------------------|---|--------------------------------------|---|---|
| Electricity | | | | | | | | | | | |
| | Senior Manager Technical | High mast lights | R1.5m | 01/07/18 | 30/06/19 | | R1.5m | n/a | n/a | n/a | Progress reports and Completion report and Completion Certificate |
| | Senior Manager Technical | Installation of remote control in substations | R3m | 01/07/18 | 30/06/19 | | R3m | R1.5 m | R1,5 m | Service provider has not returned signed SLA | Progress reports and Completion report and Completion Certificate |
| Sports Facilities | | | | | | | | | | | |
| | Senior Manager Technical | Mashishimale sports complex | R200 | 01/07/18 | 15/12/19 | 8,9 & 10 | Construction Site Meeting | Construction in progress, Phase 3 is at 95%, time elapsed is at 100%. | 5% | Outstanding Major works are the Electricity connection, Supply and installation of high mast lights, Grassing of soccer pitch and installation of | Progress reports and Completion report and Completion Certificate |

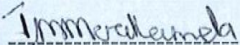
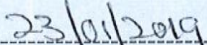
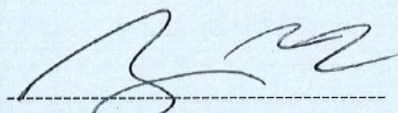
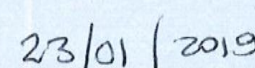
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|------------------------------|--------------------------|---|---------|----------|----------|--------------|--------------------------|--|--------------|--|---|
| | | | | | | | | | | irrigation system. Appraisal Report to be revised and resubmitted to CoGHSTA for budget Maintenance. | |
| Roads and storm water | | | | | | | | | | | |
| | Senior Manager Technical | Installation of storm water culverts at Mashishimale-Lejori (Ward 10), Makhushane (Ward 2) and Lulekani (Ward 15 and Humulani ward 16 | R1.5 m | 01/07/18 | 30/06/19 | 10,2, 15& 16 | construction | Evaluation of tenders received for installation of storm water culverts. Adjudication committee referred the tender back due to insufficient budget for the tender | construction | Proper planning on the project should be done before tender can be taken back for advertisement. | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |
| Traffic and Licencing | | | | | | | | | | | |
| | Senior Manager Community | Procurement of 4 hand handling alcohol testers | R40.000 | 01/07/18 | 30/06/19 | | procurement | Busy with the process of specifications | None | None | Requisitions |
| | Senior Manager Community | Procurement of electronic portable cameras | R12.000 | 01/07/18 | 30/06/19 | | procurement | Procured and delivered | None | None | Requisitions |
| Parks and Cemetery | | | | | | | | | | | |
| | Senior Manager | Procurement of tractor | R450 | 01/07/18 | 30/06/19 | | Evaluation, Adjudication | BAC recommende | None | None | Requisitions |

| | | | | | | | | | | | |
|---|--------------------------|---|---------------|----------|----------|------|---------------------------|--|--|--|---|
| | Community | | | | | | and Procure | d that it is non-responsive | | | |
| Municipal Transformation and Institutional development | | | | | | | | | | | |
| | Senior Manager Corporate | Upgrading of Council Chamber | R1m | 01/07/18 | 30/06/19 | | Procurement | Service Provider was appointed | None | None | Requisitions |
| Office furniture | | | | | | | | | | | |
| | Senior Manager Corporate | Furniture & Equipment | R 500 | 01/07/18 | 30/06/19 | | Procurement | Ordered 2x 24GB voice recorder and 2 high back chairs | Only received microwaves and recorders since the beginning of financial year | None | Requisitions |
| IT | | | | | | | | | | | |
| | Senior Manager Corporate | Upgrading of ICT Infrastructure (Cabling , Computers , Switches , Servers ,printers wireless and Laptop | R1.850m | 01/07/18 | 30/06/19 | | Procurement | 4 Laptops received | None | None | Requisitions |
| MIG | | | | | | | | | | | |
| | Senior Manager Technical | Upgrading of Benfarm street | R6 063 838.75 | 1/07/18 | 30/06/19 | 3/17 | Construction Site meeting | 100% complete. Completion Certificate has been issued. | None. | Phase 1 of the project is completed. Phase 2 of the project is currently of Defects Liability | Progress reports and Completion report and Completion Certificate |

| | | | | | | | | | | | |
|--|--------------------------|---|---------------|----------|----------|-------|------------------------------|---|-------|--|---|
| | | | | | | | | | | period. | |
| | Senior Manager Technical | Selwane sport complex | R12683 901.26 | 01/07/18 | 30/06/19 | 18 | Construction Site meeting | Construction in progress. Phase 2 is underway. Progress is at 34%. Time elapsed is at 48%. Site Progress meetings held Monthly. | None. | Phase 1 of the project is completed. Rock Blasting and Overall Site Progress is behind schedule for Phase 2. | Progress reports and Completion report and Completion Certificate PoE Provided |
| | | Upgrading of gravel road to tar Tambo upgrading of street phase 2 | R5 117 409.99 | 01/07/18 | 30/06/19 | 13 | Construction Site meeting | Phase 2A is complete. Completion Certificate was issued on the 20th of September 2018. Proposed scope for Phase 2B has been submitted for approval. | None. | Defects Liability period has commenced for Phase 2A. The delay in approval of the scope for Phase 2B is due to over-pricing of items by the contractor which will result in escalated project cost. | Progress reports and Completion report and Completion Certificate PoE Provided |
| | Senior Manager Technical | Tshelang gape to R71 upgrading | R5500 000.00 | 01/07/18 | 30/06/19 | 1 & 4 | Construction Site meeting | Construction in progress, Phase 1A is at 99% completion. Phase 1B - | 1% | Awaiting Practical completion. Time elapsed is on 200%. Penalties are imposed on the | Progress reports and Completion report and Completion Certificate PoE Provided |

| | | | | | | | | | | | |
|--|--------------------------|------------------------------------|-------------|----------|----------|--|---------------------------|--|------|---|---|
| | | | | | | | | Progress to date is at 65%. Time elapsed to date is 50%. Site Progress meetings held Monthly. | | contractor for Phase 1A. | |
| | Senior Manager Technical | Refurbishment of Namakgale Stadium | R500 000.00 | 01/07/18 | 30/06/19 | | Construction Site meeting | Consultant not appointed for designs. | 100% | Tender to be re-advertised, the bid specification has been submitted to supply chain for advertisement. | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate PoE Provided |

MID-YEAR APPROVAL

| | |
|---|--|
| Approval by the Mayor | <p>This SDBIP is a management and implementation plan (and not a policy proposal) and is therefore not required to be approved by the Council. The approval of the SDBIP is a competency reserved for the Municipal Manager and the Mayor of the Municipality in terms of Section 53 of the MFMA. The Municipal Manager becomes responsible for ensuring that the SDBIP is submitted to the Mayor within 14 days of approval of the adjusted SDBIP and the Budget and approved within 28 days of the approval of the IDP and Budget.</p> |
| Monitoring implementation of the SDBIP | <p>Progress against the objectives set out in the SDBIP will be monitored and reported on a monthly, quarterly, half-yearly and annual basis.</p> |
| Signatures | <p style="text-align: center;">2018-19 Mid -Year Compiled by:</p> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;">  ----- M.I Moakamela Municipal Manager </div> <div style="text-align: center;">  ----- Date </div> </div> <p style="text-align: center; margin-top: 40px;">2018-19 Mid-Year Approved By:</p> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;">  ----- Cllr PJ SHAYI Mayor </div> <div style="text-align: center;">  ----- Date </div> </div> |

Annexure A

Methodology

Ba-Phalaborwa Municipality uses the cumulative method on reporting the actual on the Service Delivery Budget Implementation Plan.

Technical Definitions

BPM

BPM stands for Ba-Phalaborwa Municipality

HH

Household

Urban Areas

The urban areas refers to Phalaborwa, Namakgale, Lulekani and Gravelotte.

Reduction in water losses

This is calculated as follows: $\text{Lepelle bill less BPM bill} / \text{Lepelle bill} \times 100$.

Reduction in electricity losses

This is calculated as follows: $\text{Eskom bill less BPM bill} / \text{Eskom bill} \times 100$.

2.1 Kilometres of roads upgrade from gravel to tar/paving

This relates 0.8 Benfarm, Tambo phase 1 0.7 km and Tshelang gape 0.6

Rehabilitation

Replacement of old road surface (tar) with a new one.

Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

Tourism Initiatives Activities

September Tourism Month – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism

workshops and Marathon.

Tourism Indaba – Procurement of promotional materials

SPLUMA – Spatial Planning Land Use Management Act 2013

SPLUMA Applications

Number of development (land use) applications received/ applications processed in terms of SPLUMA

% Debt Coverage

This is calculated by $A = B - C/D$

Where - “A” represents debt coverage, “B” represents total operating revenue received, “C” represents operating grants, “D” represents debt service payments (i.e. interest + redemption) due within the financial year

Outstanding Service Debtors to Revenue

This is calculated by $A = B/C$

“A” represents outstanding service debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

Cost Coverage Ratio

This is calculated by $A = B + C/D$

Where - “A” represents cost coverage

“B” represents all available cash at a particular time, “C” represents investments

“D” represents monthly fixed operating expenditure