Moqhaka Local Municipality

THIRD QUARTER PERFORMANCE ASSESSMENT REPORT

1 Jan 2023 – 31 March 2023

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Introduction

The municipality prepared 181 key performance indicators for the 2022/23 financial year after the review of the SDBIP. Progress on the implementation of the SDBIP is reported quarterly and submitted to Council. The key performance indicators set per key performance area are as follows:

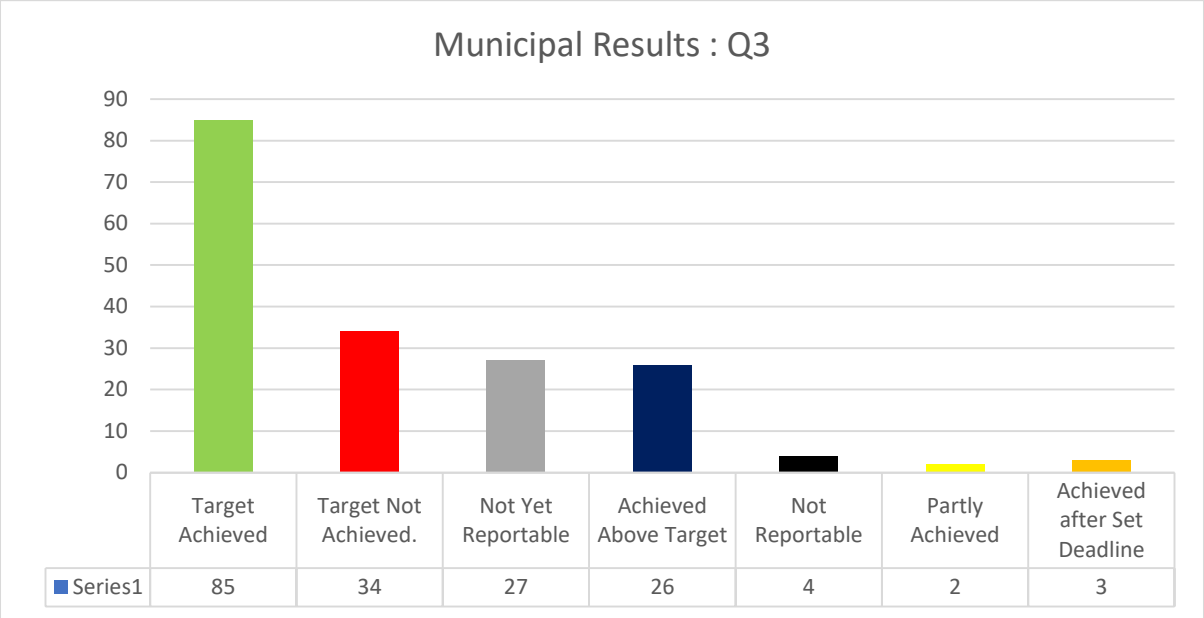
Key Performance Areas	No of key performance indicators
Basic Service Delivery	36
Good Governance and Public Participation	57
Local Economic Development	20
Municipal Financial Viability and Management	30
Municipal transformation and Institutional Development	38

The results achieved per directorate is discussed in detail below. The following assessment rating scale shown in the table below were used during the assessment.

Category	Colour	Explanation
KPI's not yet Measured/Reportable		KPI's with no targets for the selected period
KPI's not Met		Actual Target less than (<) 75% of the Actual Target
KPI's Met		Actual Target = 100%
KPI's better than Target		Target achievement between 100% and 150%

Municipal Results

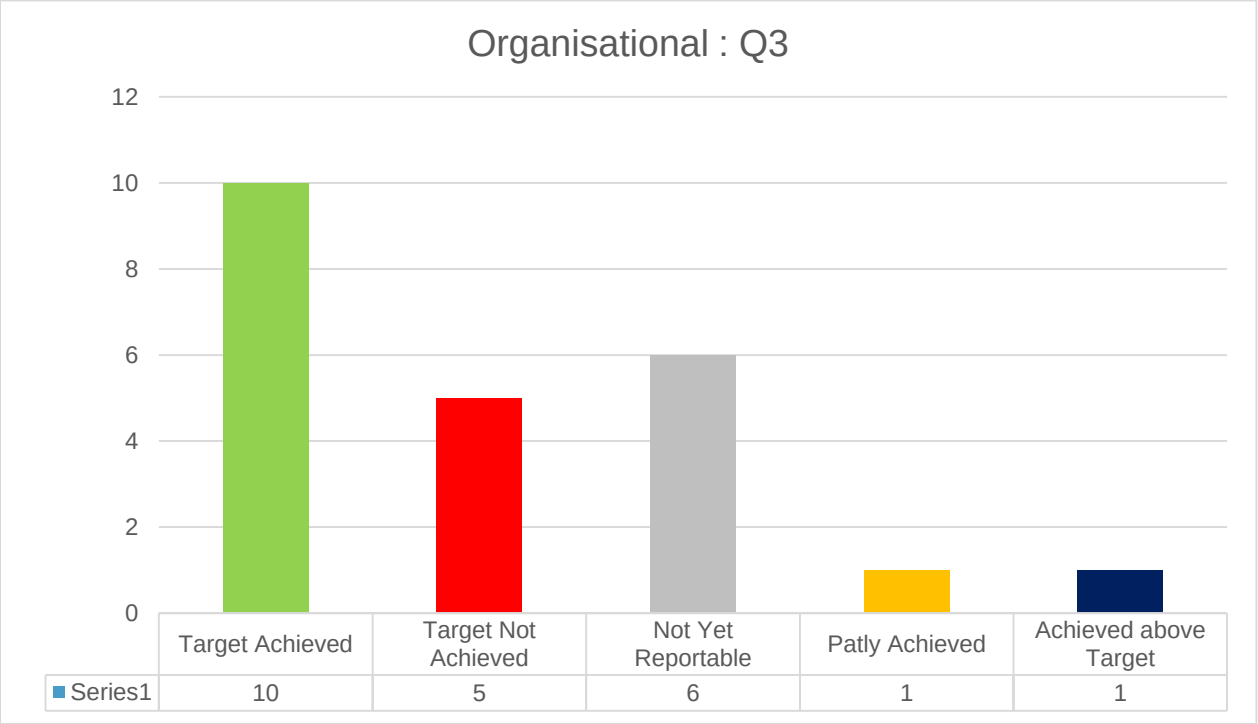
The Municipal performance from 1 January 2023 to 31 March 2023 as per the bar graph below. Eight-five (85) of the key performance indicators were achieved. Thirty four(34) were not achieved, twenty-six (26) were achieved above target, twenty-seven (27) were not yet reportable, two (2) partially achieved, four (4) were not reportable and three (3) were achieved after the set deadline. The municipality achieved-Seventy one (71%) of the key performance indicators.



ORGANISATIONAL SCORECARD

The organisational scorecard consists of the national key performance indicators as required by Regulation 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001 - GN R796/2001 (Local Government: Municipal Systems Act 32 of 2000). Additional key performance indicators regarding public participation that were required by the provincial government is also included in this scorecard. Ten (10) key performance indicators were achieved, five (5) were not achieved, six (6) were not yet reportable, one (1) achieved above target and one (1) was partly achieved. Fifty Percent (65%) of the key performance indicators were achieved.

The results achieved are shown below:



Top Layer Scorecard Results: Organisational

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 1	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	Municipal Financial Viability and Management.	Financial Viability: Cost coverage. (Reg 796)	Where - "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure A=(B+C)/D	All	Chief Financial Officer	≥1	≥1	≥1	2	Target achieved	None	Section 52 (d) Report-Q1	
TL 2	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation	Municipal Financial Viability and Management.	Financial Viability: Debt Coverage. (Reg 796)	Where - "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the financial year; A=(B-C)/D	All	Chief Financial Officer	≤45%	≤45%	≤45%	3	Target achieved	None	Section 52 (d) Report-Q1	
TL 3	To ensure that the municipal budget and financial reporting	Municipal Financial Viability and Manageme	Financial Viability: Service Debtors to revenue (Reg 796)	Where - "A" represents outstanding service debtors to revenue	All	Chief Financial Officer	90%	95%	75%	121%	Achieved above target	None	Section 52(d) Report	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	process are compliant with applicable legislation	nt.		"B" represents total outstanding service debtors "C" represents annual revenue actually received for services; A=(B/C)										
TL 4	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management.	% of a Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan. (MFMA Circular 71)	Actual Capital Expenditure/Budget Capital Expenditure x 100	All	Chief Financial Officer	95%	95%	70%	68%	Target not achieved	Increase expenditure on identified items.	Section 52 (d) Report-Q3	
TL 5	To expand the electrification Programme to any remaining areas and roll out solar energy in any identified areas at prescribed standards	Basics Service Delivery	Number of HH in municipal supply areas that meet electricity service standards (connected to the national grid)	Sum of HH with access to electricity (connected to the National grid).	All	Director Technical Services.	25 774	25 844	25794	25 794	Reportable in the fourth quarter. Target will be reviewed during mid-year.	None	None	
TL 6	To implement an effective and efficient system of expenditure and Supply	Municipal Financial Viability and Manageme	Number of formal households connected to the municipal electrical	Number of households which are billed for electricity or have pre-paid meters	All	Chief Financial Officer	23 282	23 975	23 975	24 897	Achieved above target	None	Billing system	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	Chain Management.	nt.	infrastructure network credit and prepaid electrical metering (excluding (Eskom areas) at 30 June.	(Excluding Eskom areas) at 30 June										
TL 7	To implement an effective and efficient system of expenditure and Supply Chain Management.	Municipal Financial Viability and Management.	Number of households which are billed for water or have prepaid meters as at 30 June.	Sum of households which are billed for water or have prepaid meters as at 30 June	All	Chief Financial Officer	32 007	32 050	32050	32 098	Achieved above target	None	Billing System	
TL 8	To implement an effective and efficient system of expenditure and Supply Chain Management.	Municipal Financial Viability and Management.	Number of households which are billed for refuse removal at 30 June	Sum of households which are billed for refuse removal at 30 June	All	Chief Financial Officer	31 130	31 140	31140	32 085	Target achieved`	None	Billing System	
TL 9	Municipal Financial Viability and Management.	Municipal Financial Viability and Management.	Number of households which are billed for sewerage at 30 June	Sun of households which are billed for sewerage at 30 June.	All	Chief Financial Officer.	32 191	31 200	31 200	32 145	Target achieved	None	Billing system	
TL 10	To ensure that all key municipal stakeholder is engaged.	Good Governance and Public Participation	Number of constituency report back meetings convened by Councillors for improved communication on service delivery	Number of constituency report back meetings held	All	Manager Speaker's office	4	4	1	1	Target achieved.	None	Minutes and attendance Register.	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
			including IDPs, SDBIP											
TL 11	To ensure that functional ward committees are established.	Good Governance and Public Participation	Number of meetings per ward per quarter.	Number of meetings held from 1 July to 30 June.	All	Manager Speaker's Office.	92	88	22	3	Target not achieved.	Hold meetings in all Wards as required.	Minutes	
TL 12	To ensure that functional ward committees are established.	Good Governance and Public Participation	Number of ward based development plans submitted.	Sum of ward plans submitted.	All	Manager Speaker's Office.	New KPI	22	22	0	Target	Request for the workshop has been sent to COGTA.	None	
TL 13	To ensure that functional ward committees are established.	Good Governance and Public Participation	Number of quarterly interactions held with relevant municipal and community stakeholders (business, religious etc)	Sum of events held.	All	Manager Speaker's Office.	New KPI	4	1	1	Target achieved.	None	Minutes of meetings.	
TL 14	Ensure that an effective and efficient ICT System master plan is developed.	Municipal Transformation and Institutional Development.	Review ICT policy and strategy annually.	Date ICT policy and strategy approved by the Director.	All	Director Corporate Services.	NEW KPI	1	0	0	Target partly achieved. In the second quarter. The strategy was not reviewed due to lack capacity.	Appoint Service Provider to assist.	Approved Policy	
TL 15	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Developme	% of a municipality's personnel budget actually spent on implementing its	R value spent on training divided by total personnel budget value of the municipality.	All	Director Corporate Services.	0	1%	0.25%	0%	Target not achieved. Tender was referred at the	The Section is in the process of readvertising the tender.	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
		nt.	workplace skills plan.								Evaluation Committee. The Municipality did not get responsive servicer providers on the seven-day advert.			
TL 16	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	% of registered indigent Households that receive free basic services	No of households registered as indigent/Total No of HH X100	All	Chief Financial Officer	43%	≤43%	≤43%	39%	Target achieved	None	Section 52 (d) Report-Q1	
TL 17	To implement and effective and efficient system of expenditure and supply chain management	Municipal Financial Viability and Management.	Rand value of free basic services to indigent households as a % of equitable share.	Rand value of free basics services/by the equitable share x 100	All	Chief Financial Officer.	25%	≤29	≤29%	24%	Target achieved	None	Section 52 (d) Report-Q1	
TL 18	To implement and effective and efficient system of expenditure and supply chain management	Municipal Financial Viability and Management.	Rand value of free basic services to all households	Sum of value of free basic services (all services)	All	Chief Financial Officer	New KPI	≤60m	R15m	R16.6m	Target not achieved.	Roll up an update programme for people to register for indigency.	Section 52 (d) Report-Q3	
TL 19	By ensuring access to solid waste removal services to all	Basic Service Delivery	Number of households in municipal area with access to	Sum of households in municipal area with access to	All	Director Social Services.	34 846	35 164	34 866	34 846	Reportable in the fourth quarter	None.	None.	

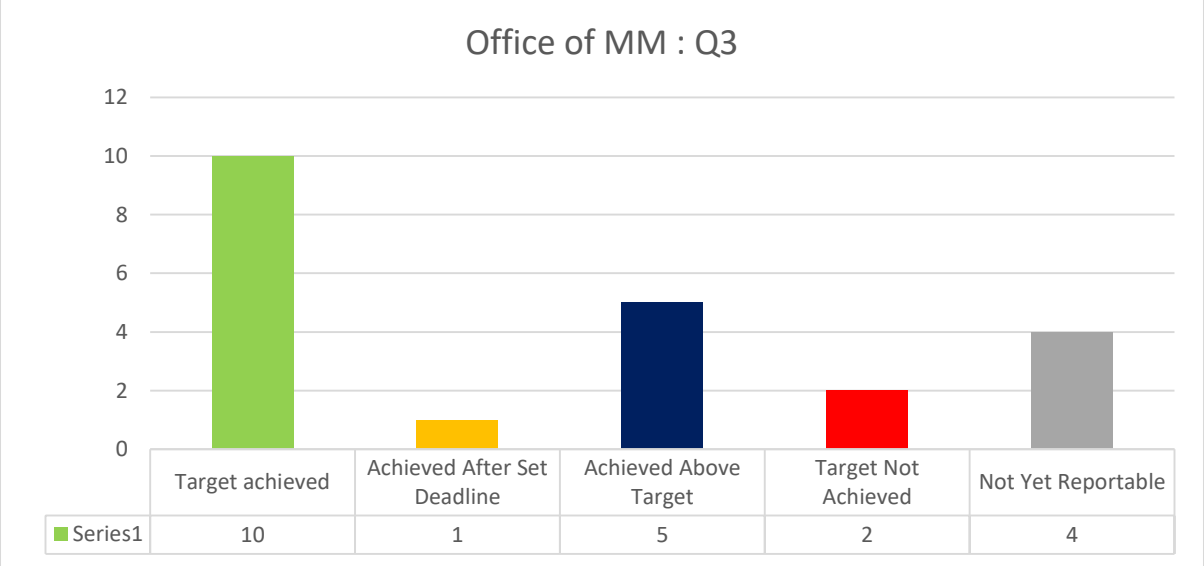
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	HH within the municipal area by 2021		refuse removal.	refuse removal.										
TL 20	By ensuring that basic sanitation standards are communicated and known to the community and the municipality adheres to them.	Basic Service Delivery	Number of HH with access to basic sanitation.	Sum of HH with access to basic sanitation.	All	Director Technical Services.	34 713	34 763	34 713	34 713	Reportable in the fourth quarter	None	None	
TL 21	By ensuring access to portable water by 2027 to include small holdings and surround plots.	Basic Service Delivery.	Number of HH in formal settlements including plots and small holdings that meet the minimum water services standard.	Number of HH with access to water within 200m	All	Director Technical Services	34 846	34 896	34 846	34 846	Reportable in the fourth quare	None	None	
TL 22	To review the Housing Sector Plan.	Local Economic Developme nt.	Housing Sector Plan reviewed and approved by Director Annually	Date Housing Sector Plan approved.	All	Director LED.	30 June	30 June	0	0	Not yet reportable	None	None	
TL 23	To support the orderly and coordinated development of the urban areas within the municipal area.	Local Economic Developme nt.	Spatial Development Framework reviewed and approve by June annually.	Date Reviewed Spatial Development Framework approved.	All	Director LED.	30 June	30 June	0	0	Not yet reportable	None	None	
TL 24	To support the orderly and coordinated	Local Economic Developme	Land Use Scheme reviewed and approved by	Date Land Use Scheme approved.	All	Director LED.	30 June	30 June	0	0	Not yet reportable	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	development of the urban areas within the municipal area.	nt.	June annually.											

Office of the Municipal Manager

The Office of the Municipal Manager is responsible for 22 key performance indicators relating to Good Governance and Public Participation. Ten (10) performance indicators were achieved, four (4) were not yet reportable, one (1) was achieved after the set deadline. Two (2) key performance indicate were not achieved and five (5) were achieved above target. The Office of the Municipal Manager achieved 83% of its key performance indicators.

The results achieved in the third quarter are shown in the bar graph below:



The detailed results achieved for each key performance indicator are discussed in the following table.

Top Layer Scorecard Results: Office of the Municipal Manager;'

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 25	To ensure that the customer care policy is approved and implemented.	Good Governance and Public Participation	Complete customer satisfaction survey by end of March and submit report with recommendations to Council.	Number of survey conducted and number of reports submitted to Council.	All	Municipal Manager.	0	1	0	0	Not yet reportable	None	None	
TL 26	To ensure that the customer care policy is approved and implemented.	Good Governance and Public Participation.	% of customer complaints received and handled within 24 hrs.	Number of complaints received/Number of complaints resolved within 24 hours	All	Office Of Municipal Manager	80%	80%	80%	0	Target not achieved due to lack of feedback from Departments.	The Municipality is the process of procuring an electronic system..	None	
TL 27	To facilitate the optimal functioning of Council	Good Governance and Public Participation	Annual Report tabled in council on or before 31 Jan 2022.	Date annual report tabled.	All	Manager PMS	31 Jan 2022	31 Jan 2022	31 Jan	31 Jan	Target achieved	None	Council Resolution	
TL 28	To facilitate the optimal functioning of Council	Good Governance and Public Participation	Annual review of IDP completed before end of May annually.	Date annual review completed.	All	Manager IDP	31 May	31 May	0	0	Not yet reportable		None	
TL 29	To facilitate the optimal functioning of Council	Good Governance and Public Participation	% of Council Resolutions implemented within the prescribed timeframe.	Number of council resolutions implemented within time frame divided by total Number of resolutions	All	Municipal Manager	50%	85%	85%	85%	Target achieved	None	Resolutions Register	
TL 30	To facilitate the optimal functioning of	Good Governance and Public	IDP Process Plan adopted by CounciL.	Date process plan approved by Council	All	Manager IDP	31 Aug	31 Aug	31 Aug	31 Aug	Target achieved in the first quarter	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	Council	Participation												
TL 31	To facilitate the optimal functioning of Council	Good Governance and Public Participation	IDP completed/reviewer and adopted by Council.	Date IDP adopted by Council.	All	Manager IDP	30 June	30 June	0	0	Not yet reportable	None.	None.	
TL 32	Develop and monitor repeat findings register to address repeat AG findings	Good Governance and Public Participation	Reduce AG audit findings by 50% annually.	Number of resolved repeat findings/by total number of repeat findings	All	Manager Internal Audit	NEW KPI	50%	25%	50%	Achieved above target	None	Audit Action Plan	
TL 33	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	All	Manager Internal Audit	0%	100%	50%	50%	Target achieved	None	Audit Action Plan	
TL 34	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Develop a risk based audit plan with an internal audit plan (RBAP) (MFMA - Section 165(2)(a)) and submit to the Audit Committee by 31 Aug annually.	RBAP with internal audit programme submitted to the Audit Committee by 31 August annually.	All	Manager Internal Audit.	31 Aug	31 Aug	31 Aug	4 Nov	Achieved after set deadline in the first quarter	None	None	
TL 35	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Number of audit committee meetings held per annum	Sum of audit committee meetings held	All	Manager Internal Audit	4	4	1	1	Target achieved.	None	Minutes of Audit Committee	
TL 36	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Internal Audit/ Charter reviewed and completed annually (reviewed	Date IA and AC Charter approved	All	Manager Internal Audit	30 June	30 June	0	0	Not yet reportable	None	None	

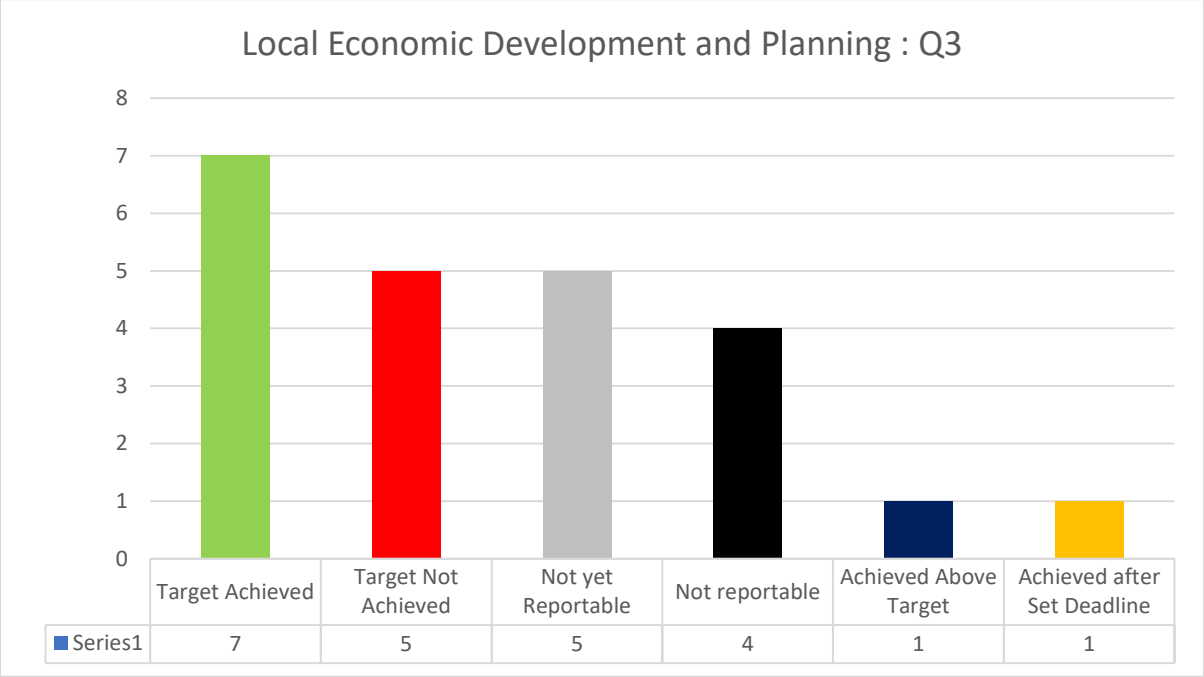
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
			charters must be approved by the Audit Committee before the end of June annually)											
TL 37	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Audit action plan developed to address AG Findings and submitted to council for approval on or before 31 Jan annually	Date Audit action plan submitted to council for approval	All	Manager Internal Audit	31 Jan	31 Jan	31 Jan	31 Jan	Target achieved	None	Council Resolution	
TL 38	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Number of internal audit reports produced	Sum of IA reports produced	All	Manager Internal Audit	18	18	4	6	Achieved above target.	None	Internal Audit Reports	
TL 39	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Number of performance audits.	Sum of performance audits	All	Municipal Internal Audit	1	2	1	1	Target achieved	None	Internal Audit Report on Performance	
TL 40	To facilitate optimal functioning of Council	Good Governance and Public Participation	Approval of the SDBIP before the legislative deadline.	Date SDBIP approved by Executive Mayor	All	Manager PMS	1X Approved SDBIP per Annum	1X Approved SDBIP per Annum	1X Approved SDBIP per Annum	1X Approved SDBIP per Annum	Target achieved in the first quarter	None	None	
TL 41	To facilitate optimal functioning of Council.	Good Governance and Public Participation	Submit quarterly reports to Council on the actual performance in terms of the top layer SDBIP	Number of SDBIP Top Layer performance reports submitted to council	All	Manager PMS	4	4	1	1	Report completed will be submitted to next Council Meeting	Submit report to net Council Meeting.	Council Resolution	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 42	To facilitate optimal functioning of Council.	Good Governance and Public Participation	Submit the previous financial year annual report at the end of Aug annually	Annual Report	All	Manager PMS	19 Sept	31 Aug	0	0	Target achieved in the first quarter	None.	None	
TL 43	To facilitate the optimal functioning of Council.	Good Governance and Public Participation	Annual Review of PMS by the end of June Annually.	Date PMS Framework approved.	All	Manager PMS	NEW KPI	30June	0	7 December 2022	Achieved above target	None	Council Resolution	
TL 44	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Risk register compiled and updated quarterly and approved by MM	Sum of Risk register quarterly updates	All	Chief Risk Officer	2	4	1	1	Target achieve		None	
TL 45	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Number of RMC meetings held.	Sum of RMC meetings held	All	Chief Risk Officer	2	4	1	0	Target not achieved.	Hold meetings quarterly as required	None	
TL 46	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Approved fraud prevention and anti-corruption strategy reviewed on or before 30 June	Date plan approved	All	Chief Risk Officer	30 June	30 June	0	7 Dec 2022	Achieved above target	None	Council Resolution	
TL 47	To ensure that an effective and efficient risk management function is established.	Good Governance and Public Participation	Risk management strategy that includes fraud and prevention plan, and policy reviewed and approved on or before 30 June Annually.	Date Risk Management Strategy approved.	All	Chief Risk Officer	30 June	30 June	0	7 Dec 2022	Achieved above target	None	Council Resolution	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 48	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of skills development programmes implemented by the Directorate annually.	Sum of programmes implemented.	All	Municipal Manager	NEW KPI	1	0	0	Not yet reportable	None	None	

Local Economic Development

The directorate set twenty-three (23) key performance indicators for the 2022/23 financial year. Seven (7) okey performance indicators were achieved, five (5) were not achieved, five (5) were not yet reportable, four (4) were not reportable one (1) was achieved above target and one (1) was achieved after the set deadline. The Directorate achieved 53% of its key performance indicators.



The scorecard below discusses the results of the mid-year performance assessment (1 July 2022 to 31 December 2022) and provide reasons for under performance as well as the corrective measures that will be implemented to address the shortcomings identified.

TOP LAYER SCORECARD RESULTS: LOCAL ECONOMIC DEVELOPMENT

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 49	Explore the potential for the tourism sector in creating sustainable jobs and income for communities.	Local Economic Development and Planning	Review Tourism Sector Plan and submit for approval by Council by 30 June annually	Date Tourism Sector Plan approved.	All	Director LED.	Tourism Master Plan	30 June	0	0	Not Yet Reportable	None	None	
TL 50	Create an environment that promotes the development of the local economy and facilitate job creation.	Municipal Transformation and Institutional Development.	Number of work opportunities created through Public Employment Programmes (including EPWP, CWP and other related employment programmes.)	Sum of jobs created per year	All	Director LED.	33	50	50	0	There were no jobs created by the department. This could have been caused by the lack of director. Managers were acting in this position on rotational basis.	Appoint Director LED.	None	
TL 51	Create an environment that promotes the development of the local economy and facilitate job creation.	Local Economic Development and Planning	LED Strategy reviewed and submitted to Council for approval by 30 June annually	Date LED Strategy approved.	All	Director LED.	NEW KPI	30 June	0	0	Not yet reportable	None	None	
TL 52	To support the expansion of the tourism	Local Economic Development and Planning	Marketing strategy for the municipality	Date Marketing strategy approved.	All	Director LED.	NEW KPI	30 June	0	0	Not yet reportable	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	potential of the municipality.		developed and submitted to Council for approval											
TL 53	To support the expansion of the tourism potential of Kroonpark Holiday Resort.	Local Economic Development and Planning	A turnaround strategy for the Resort developed.	Date Turnaround strategy approved by the Director	All	Director LED.	NEW KPI	30 June	0	0	Not yet reportable	None	None	
TL 54	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development and Planning	Number of visitors at Kroonpark Holiday Resort	Sum of day visitors at Kroonpark.	All	Director LED	24 000	10 000	20000	4 892	Achieved above target.	None	System Report	
TL 55	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development and Planning	Number of chalets renovated	Sum of chalets renovated.	All	Director LED	0	10	5	0	Target not achieved.	Renovations will be done in the fourth quarter.	None	
TL 56	To advance the implementation of the Housing Sector Plan.	Local Economic Development and Planning	Application Level 1 accreditation of the Municipality submitted for approval by June 2023.	Date of approval of accreditation application.	All	Director LED.	NEW KPI	30 June	0	0	Not yet reportable	None	None	
TL 57	To advance the implementation of the Housing Sector Plan.	Local Economic Development and Planning	Housing and Erven Allocation Policy reviewed customised and submitted for approval.	Date of approval by the Director	All	Director LED.	31 Dec	31 Dec	0	20 April	Target achieved after set deadline.	None	Signed policy	
TL 58	To support the licencing of	Local Economic Development	Percentage of business licence	Number of business license	All	Director LED	90%	100%	100%	0%	There were no applications	None	None	

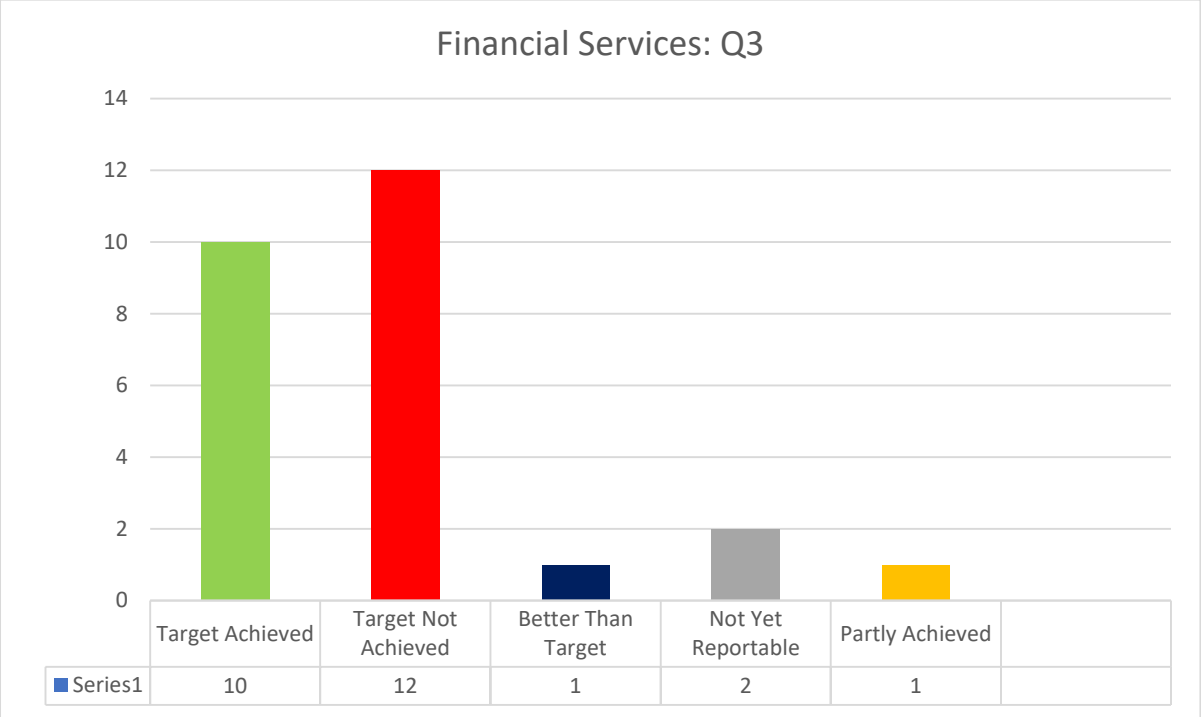
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	businesses governed by the Business Act, 1991	and Planning	applications received and processed within a period of 30 days.	applications considered within 30 days/total number of business licence applications received.							received. Target is therefore not reportable/			
TL 59	To support the legalisation of construction work governed by the National Building Regulations and Standards Act, 1977	Local Economic Development and Planning	Percentage of building plans received and processed within a period of 60 days.	Number of building plans considered within 60 days/the total number of building plans received.	All	Director LED	90%	90%	90%	3.13%	Target not achieved the Section is still using an old system.	New systems will be implemented once processes & procedure overhaul is completed.	License Register	
TL 60	To consider Land Use applications in respect of rezoning of land as determined in the Moqhaka Land Use Planning By-Laws, 2015.	Local Economic Development and Planning	Percentage of applications for rezoning received and processed within 90 days.	Number of rezoning applications considered within 90 days/total number of rezoning applications received.	All	Director LED	90%	100%	90%	0%	There were no applications received in the third quarter. Therefore the target is not reportable	None	None	
TL 61	To support licensing of businesses governed by the Business Act of 1991.	Local Economic Development	Percentage of informal trading permit applications received and processed within 30 days.	Number of informal trading permits considered within 30 days/total number of informal trading permit applications received.	All	Director LED.	NEW KPI	100%	100%	0%	There were no applications received. The target is therefore not reportable	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 62	Effective management and supervision of the SDBIP on the KPI's of the (Top layer and Departmental KPIs.	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	All	Director LED	75%	75%	75%	53%	Target not achieved.	Constant monitoring of the SDBIP.	Third quarter Performance Assessment Report.	
TL 63	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Quarterly assessment reports produced at the end of every quarter for contracts that are 12 months or more.	Sum of performance assessments conducted.	All	Chief Financial Officer	0	4	1	0	The Directorate has no service provider. Therefore the KPI is not reportable.	None	None	
TL 64	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	All	Director LED	1	1	0	0	Target achieved in the first quarter	None	None	
TL 65	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.	Signed Quarterly Reports.	All	Director LED	4	4	1	1	Target achieved	None	Signed Report	
TL 66	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	All	Director LED	2	4	1	0	There was no sitting of the Risk Committee	Ensure that the Risk Committee sits quarterly.	Attendance Register	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 67	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 31 July annually	All	Director LED	0	31 Jul	0	0	Target achieved in the first quarter	None	None	
TL 68	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Director LED.	10	10	3	2	Target not achieved.	Conduct meetings as per approved schedule.	Attendance Registers.	
TL 69	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of quarterly reports submitted to council.	Sum of reports submitted to Council.	All	Director LED.	10	4	1	1	Target achieved	None	Council Resolutions	
TL 70	Develop and monitor repeat findings register to address repeat AG findings.	Good Governance and Public Participation	Reduce AG audit findings by 50% in the first year.	Number of resolved repeat findings/total number of repeat findings.	All	Director LED.	50%	50%	25%	0	There were no repeat findings for LED	None	None	
TL 71	To ensure a fully functional audit unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	All	Director LED	100%	100%	50%	0	There were no findings for LED	None	None	
TL 72	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of skills development programmes implemented by the Directorate annually.	Sum of programmes implemented.	All	Director LED.	NEW KPI	1	0	0	Not yet reportable	None	None	

Financial Services

The top layer scorecard below discusses in detail the directorates' performance regarding the various key performance indicators set by the directorate. Ten (10) of the directorates key performance indicators were achieved, twelve (12) were not achieved, two (2) were not yet reportable in the second quarter, one (1) was achieved above target, and one (1) was partly achieved. The Directorate achieved 46% of its performance indicators.



The scorecard below discusses the results of the third quarter performance assessment (1 Jan 2023 to 31 March 2023) and provide reasons for under performance as well as the corrective measures that will be implemented to address the shortcomings identified.

TOP LAYER SCORECARD RESULTS: DIRECTORATE FINANCIAL SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 73	To ensure the effective, efficient and economical management of municipal assets.	Municipal Financial Viability and Management	Fixed Asset Register (FAR) compiled and updated annually on or before 31 Aug in line with GRAP requirements.	Fixed Asset Register (FAR)	All	Chief Financial Office	1	1	0	0	Target achieved. In the first quarter.	None	None	
TL 74	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Number of monthly budget statements (s71 of MFMA) are compiled and submitted to the Mayor, National and Provincial Treasury by no later than 10 working days after the end of each month	Sum of Sec 71 reports submitted.	All	Chief Financial Officer	12	12	3	3	Target achieved	None	Proof of email submission	
TL 75	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Mid-year budget assessment and budget adjustments report submitted on or before 25 January each year (s72 of MFMA)	Date Mid-year assessment submitted	All	Chief Financial Officer	25 Jan	25 Jan	25 Jan	25 Jan	Target achieved	None	Proof of submission	
TL76	To ensure that the municipal	Municipal Financial	% of Operating Expenditure	Actual Operating Expenditure /	All	Chief Financial	95%	40%	70%	62%	Target not achieved. This is	Better creditor management	Section 52(d) Report	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	budget and financial reporting process are compliant with applicable legislation.	Viability and Management	Budget Implementation Indicator	Budgeted Operating Expenditure x 100		Officer					mainly because of cash flow problems experienced by the Municipality as well as under collection	controls will be put in place as well as executing the approved debt collection policy will be utilised to ensure that there is improvement		
TL 77	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Revenue Budget Implementation Indicator	Actual Operating Revenue [excl Capital Grant Revenue] / Budgeted Operating Revenue x 100	All	Chief Financial Officer	95%	95%	70%	76%	Achieved above target	Target achieved.	Section 52(d) Report	
TL 78	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	All	Chief Financial Officer	95%	95%	70%	63%	Target not achieved	Full Implementation of Debt Collection & Credit Control Policy.	Section 52(d) Report	
TL 79	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	All	Chief Financial Officer	30 June	30 June	0	0	Not yet reportable	None	None	
TL 80	To ensure that	Municipal	Compiled Annual	Date annual	All	Chief	31 Aug	31 Aug	0	0	Target achieved	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	the municipal budget and financial reporting process are compliant with applicable legislation.	Financial Viability and Management	Financial Statement submitted to the Auditor-General by the end of August each year.	financial statements submitted to th		Financial Officer					in the first quarter			
TL 81	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	Number of SCM reports submitted to council	Sum of reports submitted	All	Chief Financial Officer	4	4	1	1	Target partially achieved. Report compiled waiting for sitting of Council of 31 January 2023	Submit report to Council Meeting of 31 January.	Quarterly Report and Council Resolution	
TL 82	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area.	Expenditure spent on local contracted services/total number of expenditure of municipal operating expenditure.	All	Chief Financial Officer	NEW KPI	50%	25%	0	Target not achieved. No information was provided by the Directorate.	Remind the Directorate to report on this KPI	None	
TL 83	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	Total Repairs and Maintenance Expenditure /Total amount budgeted for repairs and maintenance x 100	All	Chief Financial Officer	84%	95%	70%	51%	Target not achieved. The non-achieved target was mainly propelled by the reduction in collection rates which affected majority of the budget spending	The improvement of cash collection and the appointment of debt collectors will contribute to our cash flow.	Section 52(d) Report	
TL 84	To implement an effective and	Municipal Financial	Creditors Payment period	Trade Creditors Outstanding /	All	Chief Financial	321 days	<30 days	<30 days	30 days	Target achieved. Creditors are paid	None	Section 52(d) Report	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	efficient system of expenditure and supply chain management.	Viability and Management	(Creditors are paid within 30 days as per Sec 65(2)(e) of the MFMA	Credit Purchases (Operating and Capital) × 365		Officer					within 30 days except Eskom.			
TL 85	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	% of tenders awarded within 90 days of tender closing date	Number of tenders awarded/Tenders awarded within 60 days	All	Chief Financial Officer	95%	95%	95%	0%	Target not achieved. For all 12 tenders awarded during the quarter. The validity period was extended due to various reasons as to why the committees could not sit.	Award tenders within 90 days as required.	None.	
TL 86	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	% of consumer debtors revenue collected (actual total collections as percentage of total levies/billings)	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	All	Chief Financial Officer	95%	95%	70%	67%	Achieved not achieved	The improvement of cash collection and the appointment of debt collectors will contribute to our cash flow.	Section 52(d) Report	
TL 87	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms	Municipal Financial Viability and Management	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue – Total Operating Expenditure)/ Total Operating Revenue x 100%	All	Chief Financial Officer	≥0	≥0	≥0	-0%	Target not achieved.	Implement measures to reduce expenditure and improve revenue collection	Section 52 (d) Report	

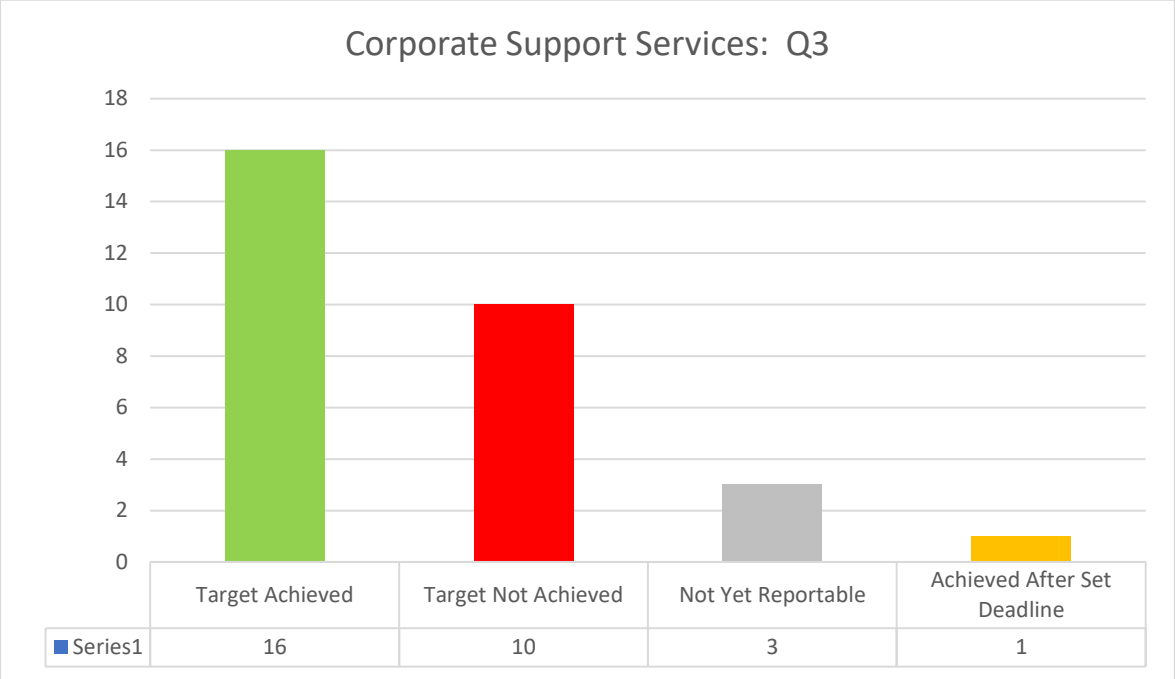
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	and standards.													
TL88	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	% Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies – Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	All	Chief Financial Offer	84%	76%	74%	63%	Target not achieved.	Full Implementation of Debt Collection & Credit Control Policy	Section 52 (d) Report	
TL 89	Effective management and supervision of the SDBIP on the KPI's of the(Top layer and Departmental KPIs>	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	All	Chief Financial Officer	75%	75%	75%	46%	Target not achieved	Constant monitoring of the SDBIP.	Third quarter performance assessment report.	
TL 90	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Quarterly assessment reports produced at the end of every quarter for contrast that are 12 months or more.	Sum of performance assessments conducted.	All	Chief Financial Officer	2	4	1	0	Target not achieved. The Directorate did not evaluate its service providers	Evaluate Service Providers quarterly as required.	Signed assessment forms.	
TL 91	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to	Signed Action Plan	All	Chief Financial Officer	1	1	0	0	Target achieved in the first quarter	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
			address the residual risk.											
TL 92	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.	Signed Quarterly Reports.	All	Chief Financial officer	4	4	1	1	Target achieved	None	Signed Quarterly Reports.	
TL 93	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	All	Chief Financial officer	4	4	1	0	There was no sitting of the Risk Committee.	Risk Committee meeting to sit quarterly as required.	Attendance Register	
TL 94	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 31 July annually	All	Chief Financial Officer	31 July	31 July	0	0	Target achieved in the first quarter	None	No e	
TL 95	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Chief Financial Officer	10	10	3	1	Target not achieved. One meeting was held in the third quarter.	Hold meetings as required.	Attendance register	
TL 96	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	All	Chief Financial Officer	4	4	1	1	Target achieved	None	Council Resolutions	
TL 97	Develop and monitor repeat findings register to address repeat AG findings.	Good Governance and Public Participation	Reduce repeat AG audit findings by 50% in the first year.	Number of resolved repeat findings/by total number of repeat findings	All	Chief Financial Officer	50%	50%	25	45%	Target not achieved.	Work on the finding raised to ensure that there are solved.	Audit Action Plan.	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 98	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	All	Chief Financial Officer	New KPI	100%	50%	6 %	Target not achieved	Work on the finding raised to ensure that there are solved.	Audit Action Plan	
TL 99	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of skills development programmes implemented by the Directorate annually.	Sum of programmes implemented.	All	Chief Financial Officer	NEW KPI	1	0	0	Not yet reportable	None	None	

Directorate Corporate and Support Services

Thirty (30) KPIs were set for the Directorate in the 2022/23 financial year. Sixteen (16) key performance indicators were achieved, ten (10) were not achieved, three (3) were not yet reportable, one (1) was achieved after set deadline. The Directorate achieved 59% of its key performance indicators.



The scorecard below discusses the results of the third quarter performance assessment (1 Jan 2023 to 31 March 2023) provide reasons for under performance as well as the corrective measures that will be implemented to address the shortcomings identified.

TOP LAYER SCORECARD RESULTS: DIRECTORATE CORPORATE AND SUPPORT SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 100	To facilitate the optimal functioning of Council	Municipal Transformation and Institutional Development	Percentage of Council resolutions implemented within the prescribed timeframe stipulated on Resolutions register	Number of Council Resolutions implemented within the timeframe/divided by total number of resolutions.	All	Director Corporate Services	NEW KPI	85%	85%	85%	Target achieved.	None	Resolutions Register	
TL 101	To facilitate the optimal functioning of Council	Municipal Transformation and Institutional Development	Number of quarterly reports to Council on the tracking of Council resolutions (submitted at the end of each quarter -Sept, Dec, Mar & Apr)	Number of reports submitted.	All	Director Corporate Services	4	4	1	2	Target achieved. The resolution report for quarter and two were submitted to Council on 14 April 2023.	Submit report to Council end of January 2023.	Council Resolution	
TL 102	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	WSP, annual training report (ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year.	Date annual training report and WSP submitted to the LGSETA	All	Director Corporate Services	30 April	30 April	0	0	Not yet reportable	None	None	
TL 103	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	Number of Apprenticeships implemented as per WSP.	Sum of Apprenticeships implemented	All	Director Corporate Services.	NEW KPI	1	1	0	Target not achieved.	k	None	
TL	To ensure	Municipal	Number of skills	Sum of skills	All	Director	3	3	1	0	Target not	Target to be	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
104	continuous training and development of employees.	Transformation and Institutional Development	programmes implemented.	programmes implemented.		Corporate Services					achieved.	achieved in the next quarter, appointment of service provide for planned skills programme was only finalised at the end of the quarter.		
TL 105	To ensure continuous training and development of employees.	Municipal Transformation and Institutional Development	Number of Senior & Finance officials trained on MFMP competency levels	Sum of students enrolled	All	Director Corporate Services	11	12	12	0	Target not achieved.		Completion certificates.	
TL 106	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Approved Macro and Micro Organisational Structure.	Date Structure Approved.	All	Director Corporate Services.	New KPI	Structure reviewed by 30 June	0	0	Not yet reportable	None	None	
TL 107	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Number of employees undergoing medical tests annually as required by OHSA	Sum of employees undergoing medical tests	All	Director Corporate Services	350	400	0	212	This target was reportable in the second quarter. The section could not report due to slow supply chain processes. The target was achieved after set deadline.	Report targets timeously.	Medical forms.	
TL	To ensure that	Municipal	Percentage of	Number of vacant	All	Director	New	15%	100%	1%	Target not	Target will be	Advertisement	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
108	the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Transformation and Institutional Development	vacant posts filled within 6 months.	posts filled/total number of vacant posts.		Corporate Services	KPI				chieved	achieved in the next quarter, municipality on the process of embarking of filling of vacant positions.	and appointment letter	
TL 109	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Staff vacancy rate.	Number of vacant positions/Total number of vacant position.	All	Director Corporate Services	New KPI	15 %	5%	56%	Target not achieved	Target will be achieved in the next quarter, municipality on the process of embarking of filling of vacant positions.	Organisational Structure	
TL 110	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Number of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4]	Date report Submitted.	All	Director Corporate Services	15 Jan	15 Jan	15 Jan	15 Jan	Target achieved	None	Proof of submission	
TL 111	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting,	Municipal Transformation and Institutional Development	Review of EE Plan and numerical goals and targets annually	Revised EE Plan and Council Resolution	All	Director Corporate Services	0	Annual Review	0	0	Target achieved in the first quarter.	None	Council Resolution	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	hiring and retaining top talent.													
,TL 112	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Submit quarterly reports to the Management regarding activities carried out	Sum of reports submitted	All	Director Corporate Services	4	4	1	1	Target achieved	None	HR quarterly report.	
TL 113	To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent.	Municipal Transformation and Institutional Development	Total overtime hours as a percentage of all work hours.	Overtime hours worked divided by total hours worked.	All	Director Corporate Services	NEW KPI	15%	17%	6%	Target achieved	None.	Overtime reports	
TL 114	Ensure that an effective and efficient ICT system master plan is developed.	Municipal Transformation and Institutional Development	Prioritised projects in the disaster recovery plan implemented.	Number of projects completed/the total number of projects within the plan.	All	Director Corporate Services.	NEW KPI	≥90%	90%	33%	Target not achieved. Tender was advertised and none were responsive.	Readvertised the tender.	List of projects completed.	
TL 115	To ensure the effective functioning of the LLF	Municipal Transformation and Institutional Development	Number of LLF meetings held per annum	Sum of LLF meetings held per year	All	Director Corporate Services	10	10	3	1	Target not achieved. Meetings could no sit due to lack of quorum.	Ensure that LLF Meetings don't clash with other meetings.	None	
TL 116	To ensure the effective	Municipal Transformatio	% Implementation of LLF resolutions	Number of resolutions	All	Director Corporate	85%	85%	85%	85%	Target achieved	None	Resolutions Register	

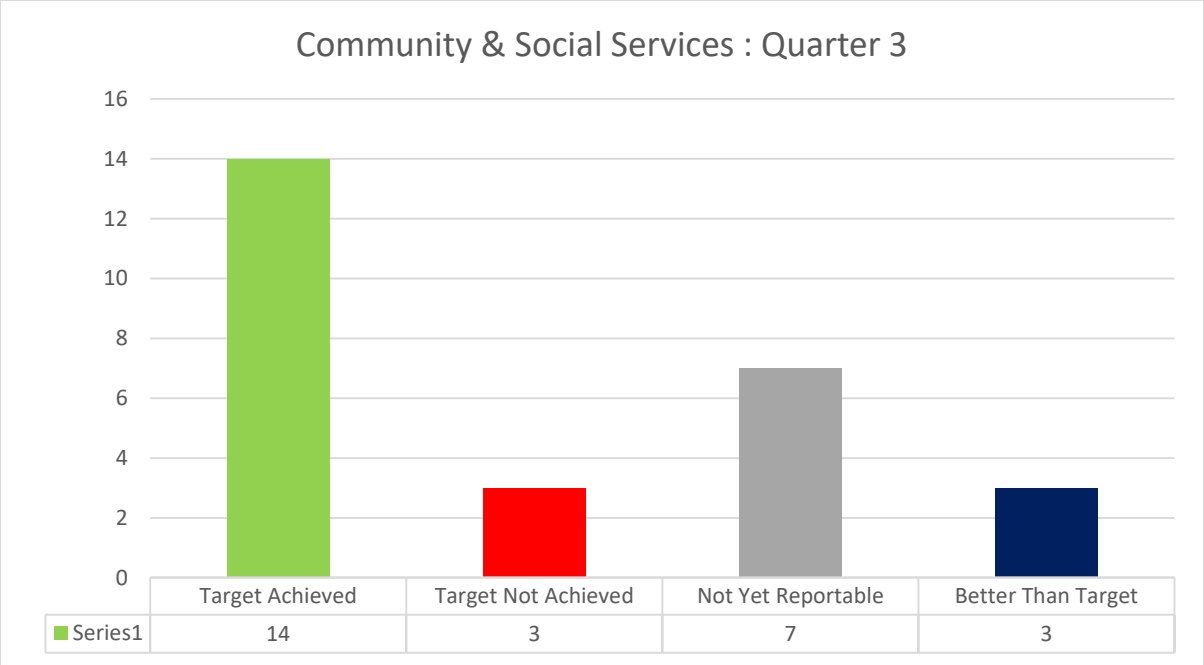
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	functioning of the LLF	n and Institutional Development	taken (including monitoring of SALGBC collective agreements)	implemented/Number of resolutions taken		Services								
TL 117	To provide efficient and effective legal services	Municipal Transformation and Institutional Development	Number of by-laws developed and approved as per priority functional area	Number of by-laws developed	All	Director Corporate Services	8	8	2	0	No information provided by the Legal Section.	The matter has been elevated to the Acting Director.	None	
TL 118	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	% of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting	Number of agendas distributed 48 hours before the meeting divided by the total Number of agendas distributed	All	Director Corporate Services	98%	98%	98%	98%	Target achieved	None	List % of agendas distributed for quarter 1.	
TL 119	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	% of Council Minutes submitted to management within 7 working days after each meeting	Number of council minutes submitted to management within 7 days after each council meeting divided by Number of council meetings	All	Director Corporate Services	98%	98%	98%	98%	Target achieved	None	None	
TL 120	To facilitate the optimal functioning of Council.	Municipal Transformation and Institutional Development	Annual council schedule compiled and approved by end of June each year	Annual Schedule provided on or before due date	All	Director Corporate Services	1	1	0	0	Not yet reportable	None	None	
TL 121	Effective management and supervision of the SDBIP on the	Good Governance and Public Participation	75% of the KPI's have been met.	Number of KPI's met divided the total number of KPI'S	All	Director Corporate Services	75%	75%	75%	59%	Target not achieved	Constant monitoring of the SDBIP	Third quarter performance assessment report.	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	KPI's of the Directorate (Top Layer and Departmental KPIs.													
TL 122	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Quarterly assessment reports produced at the end of every quarter for contracts that are 12 months and longer.	Sum of performance Assessments conducted.	All	Director Corporate Services	2	4	1	1	Target achieved	None	Evaluation forms.	
TL 123	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	All	Director Corporate Services	1	1	0	0	Target achieved in the first quarter	None	Signed Action Plan	
TL 124	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.to the risk officer	Signed Quarterly Reports.	All	Director Corporate Services	4	4	1	1	Target achieved	None	Signed quarterly reports	
TL 125	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	All	Director Corporate Services	2	4	1	0	Target not achieved. There was no sitting of the Risk Committee.	Risk Committee to sit quarterly as required.	Attendance Registers	
TL 126	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional	Develop an annual schedule of directorate meetings for approval by the	Annual schedule submitted and approved by 31 July annually	All	Director Corporate Services	1	31 July	31 July	31 July	Target achieved	None	Signed schedule of meetings.	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
		Development.	Municipal Manager.											
TL 127	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Director Corporate Services	9	10	3	3	Target achieved.	None	Minutes of Meetings and Attendance Registers	
TL 128	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council.	All	Director Corporate Services	4	1	1	1	Target achieved	None	Council Resolutions	
TL 129	Develop and monitor repeat findings register to address repeat AG findings.	Good Governance and Public Participation	Reduce repeat AG audit findings by 50% in the first year.	Number of resolved repeat findings/by total number of repeat findings	All	Director Corporate Services	50%	50%	25%	55%	Target achieved	None	Audit Action Plan.	
TL 130	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	All	Director Corporate Services	100%	100%	50%	0.05%	Target not achieved.	Work on the remain findings to ensure that they are resolved.	Audit Action Plan.	

DIRECTORATE COMMUNITY AND SOCIAL SERVICES

The directorate is responsible for twenty-seven (27) key performance indicators that were set during the development of the 2022/23 SDBIP. Fourteen (14) Key performance indicators were achieved, three (3) were not achieved, seven (7) were not yet reportable and three (3) were achieved above target. The bar graph below summarises the directorate's performance from 1 Jan 2023 to 31 March 2023. The Directorate achieved 85% of its key performance indicators.



The scorecard below discusses the results of the mid-year performance assessment and provide reasons for under performance as well as the corrective measures that will be implemented to address the shortcomings identified.

TOP LAYER SCORECARD RESULTS: DIRECTORATE COMMUNITY AND SOCIAL SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 131	To optimize community participation in Arts and Culture.	Local Economic Development and Planning.	Number of arts and culture activities and events held in the municipal area	Number of activities held	All	Director Community & Social Services	7	4	1	3	Target achieved.	None	Execution List and reports submitted to Council	
TL 132	Expansion of cemeteries	Social Services and Community Development.	Number of expansion of cemeteries.	Sum of cemeteries expanded	All	Director Community & Social Services	2	1	0	0	Not yet reportable	None	None.	
TL 133	Effective maintenance of cemeteries.	Social Services and Community Development.	Develop a cemetery management plan approved by the Director	Date Plan approved by the Director	All	Director Community & Social Services	NEW KPI	30 June	0	0	Not yet reportable	None	None	
TL 134	Effective maintenance of cemeteries.	Social Services and Community Development.	Fencing of cemeteries	Sum of Fencing of cemeteries.	All	Director Community & Social Services	1	1	0	0	Not yet reportable	None	None	
TL 135	Effective maintenance of recreational facilities.	Social Services and Community Development.	Number of Community Halls /facilities upgraded.	Sum of Community Halls /facilities upgraded.	All	Director Community & Social Services	1	1	0	0	Not yet reportable	None	None.	
TL 136	Effective maintenance of recreational facilities.	Social Services and Community	Business plans submitted to request funding	Sum of Business Plans submitted.	All	Director Community & Social	1	2	2	0	Target not achieved	None	None.	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
		Development.	for the development of park in line with Urban Greening.			Services								
TL 137	Effective maintenance of designated ecosystems and areas.	Social Services and Community Development.	Request assistance from the Department of Environment Forestry and Fisheries for management of wetlands.	Date of Submission	All	Director Community & Social Services	NEW KPI	30 September	0	0	Target achieved in the first quarter	None	Proof of submission.	
TL 138	To ensure that the municipality have an approved Disaster Management Plan.	Social Services and Community Development.	Disaster Management Plan for the Municipality reviewed and approved for a period of 5 years.	Date DMP approved.	All	Director Community & Social Services	NEW KPI	Annual Review	0	0	Not yet reportable	None	None.	
TL 139	Develop a comprehensive Risk Profile for the municipality	Social Services and Community Development.	Develop Disaster Hazard Risk Profile.	Completion Date	All	Director Community & Social Services	NEW KPI	30 June	0	0	Not yet reportable	None	None	
TL 140	Develop risk reduction plan consistent with the Spatial Development Framework.	Good Governance and Public Participation.	Number of awareness campaigns conducted.	Sum of awareness campaigns conducted.	All	Director Community & Social Services	4	4	1	1	Target achieved	None	Attendance Registers	
TL 141	To provide effective and efficient fire services in	Social Services and Community	Number of premises inspected for fire	Sum of premises inspected for fire safety and	All	Director Community & Social	280	300	75	18	Target not achieved. There is a shortage of	To appoint staff and provide a	List of premises inspected and signed by owner of premises	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	Moqhaka to ensure community safety	Development.	safety and compliance.	compliance.		Services					staff and vehicle to do fire inspections.	vehicle to the Fire Department.		
TL 142	To provide an effective and efficient fire services in Moqhaka to ensure community safety	Social Services and Community Development.	Percentage compliance with the required attendance time for structural firefighting incidents.	Rate of compliance	All	Director Community and Social Services	NEW KPI	100%	100%	100%	Target achieved.	None.	Callout sheets.	
TL 143	Improve Community Safety within Moqhaka Local Municipality through functional partnerships for effective Crime Prevention	Social Services and Community Development.	Number of functional partnerships established for crime prevention.	Sum of partnerships established.	All	Director Community & Social Services	NEW KPI	2	1	1	Target achieved	None	Minutes of Meetings	
TL 144	To provide an effective and efficient Traffic Law Enforcement service to the residents of Moqhaka Local municipality in collaboration with other stakeholders.	Social Services and Community Development.	Number of law enforcement operations held.	Sum of all events held.	All	Director Community & Social Services.	NEW KPI	10 per annum	3	53	Achieved above target		Traffic System Report	
TL 145	Draft and submit By-Laws to	Social Services and	Number of by-law enforcement operations held	Sum of all events held.	All	Director Community	4	4	1	1	Target achieved	None	Traffic System Report	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	Council for approval and implementation	Community Development.				& Social Services								
TL 146	To curb the incidence of illegal dumping which could lead to a disaster.	Social Services and Community Development.	Number of waste awareness campaigns conducted.	Sum of awareness sessions held	Al	Director Community & Social Services	4	4	1	1	Target achieved	None	Traffic Systems Report	
TL 147	Effective management and supervision of the SDBIP on the KPI's of the Top layer and Departmental KPIs.	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	All	Director Community & Social Services	75%	75%	75%	85%	Achieved above target	None	Third Quarter Performance Assessment Report	
TL 148	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance and Public Participation	Quarterly assessment reports produced at the end of every quarter for contracts that are 12 months and more	Number of assessments conducted on service providers annually.	All	Director Community & Social Services	4	4	1	1	Target achieved	None	Signed Service Provider evaluation forms	
TL 149	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	All	Director Community & Social Services	1	1	0	0	Target achieved in first quarter	None	Signed Action plan.	
TL 150	Promote Sound risk management	Good Governance	Submission of complete and	Signed Quarterly Reports.	All	Director Community	4	4	1	1	Target achieved.	None	Signed Quarterly Reports.	

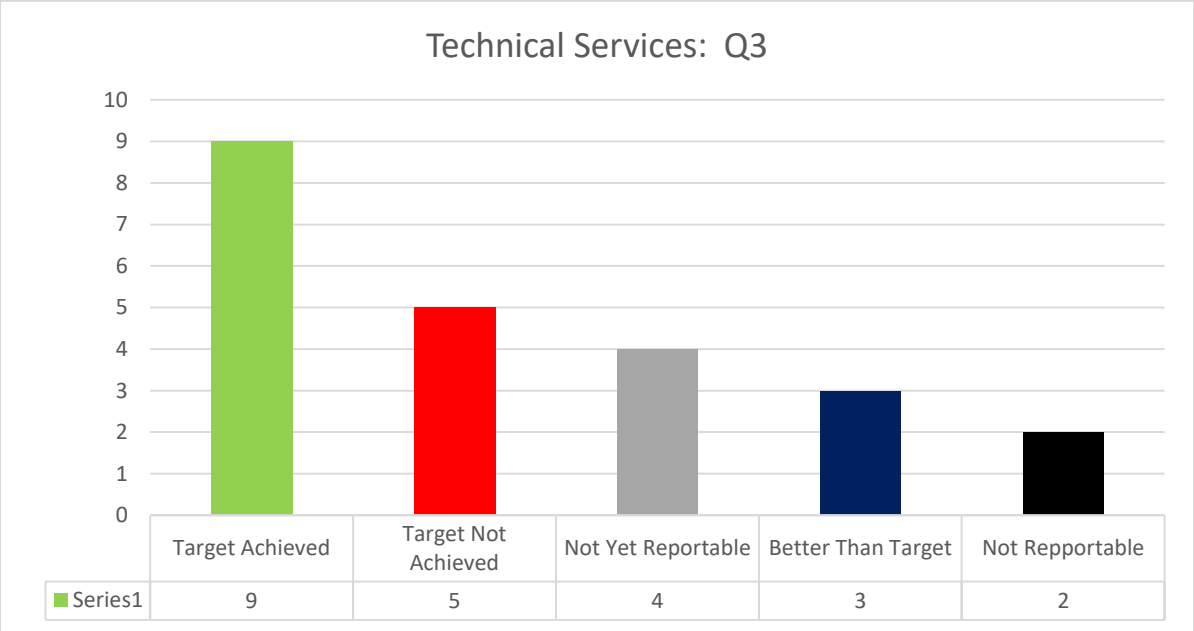
KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	practices within the Directorate	and Public Participation	signed reports on status of implementation of action plan to address risks.			& Social Services								
TL 151	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	All	Director Community & Social Services	3	4	1	1	Target achieved	None	Attendance Registers	
TL 152	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 31 July annually	All	Director Community & Social Services	31 July	31 July	0	0	Target achieved in the first quarter	None	Signed schedule of meetings	
TL 153	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Director Community & Social Services	10	10	3	3	Target achieved	None	Attendance Registers.	
TL 154	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development.	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	All	Director Community & Social Services	16	4	1	1	Reports will be submitted to next Council Meeting	Submit reports to Council	Council Resolutions.	
TL 155	Develop and monitor repeat findings register to address repeat	Good Governance and Public Participation	Reduce repeat AG audit findings by 5500% in the first year.	Number of resolved repeat findings/by total number of repeat findings	All	Director Community & Social Services	New KPI	50%	25%	0%	There were no repeat findings	None	None	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	AG findings.													
TL 156	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	All	Director Community & Social Services	New KPI	100%	50%	0%	Target not achieved	Work on the finding to ensure that it is resolved.	Audit Action Plan.	
TL 157	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of skills development programmes implemented by the Directorate annually.	Sum of programmes implemented.	All	Director Community & Social Services	NEW KPI	1	0	0	Not yet reportable	None	None	

DIRECTORATE TECHNICAL SERVICES

The directorate prepared twenty-three (23) key performance indicators for the 2022/23 financial year. Most the key performance indicators relate to basic service delivery issues namely water, sanitation, and electricity provision. Nine (9) key performance indicators were achieved, five (5) were not achieved, four (4) were not yet reportable in the third quarter, three (3) achieved above target and two (2) were not reportable. The two that were not reportable are key performance indicator for new water and sewer connections. No new connections were made in the period 1 Jan 2023 to 31 March 2023. The Directorate achieve 71% of its key performance indicators.

The bar graph below summarises the directorate's performance for the third quarter (1 Jan 2023 to 31 March 2023.



A detailed discussion of the directorate's performance assessment of the third quarter is given in the table below (1 Jan 2023 to 31 March 2023)

TOP LAYER RESULTS: DIRECTORATE TECHNICAL SERVICES

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 158	By rolling out electrification of newly established settlements and those with a back log	Basic Service delivery	Number of new electricity connections meeting minimum standards.	Sum of new electricity connections.	All	Director Technical Services	NEW KPI	10	0	0	Reportable in the 4th quarter.	None	None	
TL 159	Reduce electricity losses by improving inspections and Maintenance	Basic Service delivery	% Electricity distribution losses (KWH billed/KWH acquired) (MFMA Circular 71	(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and / or Generated) × 100	All	Director Technical Services	7.09	7%	7.09	7.09	Reportable in the fourth quarter.	None	None	
TL 160	By ensuring that newly built roads are built with storm water drainage and mobilize funding for rehabilitation, refurbishment and replacement of	Basic Service delivery	km gravel roads maintained and or re-gravelled	Sum of km roads maintained and or gravelled	All	Director Technical Services	227 km	40 km	10km	29.8km	Achieved above target	None	Weekly and monthly reports.	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	ageing infrastructure.													
TL 161	By developing and implementing a maintenance programme specific to potholes	Basic Service delivery	m² of potholes patched	Sum of m² of potholes patched	All	Director Technical Services	83 109 m²	35 000m²	8750	34160m²	Achieved above target	None	Weekly and monthly reports.	
TL 162	Develop a credible Sanitation Master Plan by partnering with sector departments to assist in this project/programme	Basic Service delivery	Sanitation master plan that meets prescribed requirements developed and approved by Council	Date Master Plan approved.	All	Director Technical Services	0	30 June	0	0	Not yet reportable	None	None.	
TL 163	By expanding sanitation services to cover any back log and roll it out to newly established settlements	Basic Service delivery	Number of new sewer connections meeting minimum standards.	Sum of new sewer connections meeting minimum standards.	All	Director Technical Services	20	120	30	0	Target not reportable there were no new connections in this quarter.	None	None	
TL 164	By improving quality of sewerage effluent.	Basic Service delivery	Wastewater quality compliance according to the water use license.	Wastewater quality test results from an accredited laboratory	All	Director Technical Services	NEW KPI	90%	90%	59%	Target not achieved.. Carbon oxygen demand failed in most samples.	Improvement on operational and environment Compliance	Report form Service Provider listing number of samples	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
													collected and analysed	
TL 165	By reducing water loss in the municipal distribution area	Basic Service delivery	Percentage reduction in water losses in the municipal distribution area.	(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified × 100	All	Director Technical Services	30%	30%	40%	20%	Target achieved	None	Water Balance report	
TL 166	By ensuring access to portable water by 2027 to include small holdings and surrounding plots.	Basic Service Delivery	Number of new water connections meeting minimum standards.	Sum of new water connections meeting minimum standards.	All	Director Technical Services	NEW KPI	120	30	0	Target not reportable no new water connections were made.	Encourage the consumers or owners of stand to apply for services especially for newly developed area	None	
TL 167	By ensuring that water quality is monitored throughout the supply network to ensure compliance with applicable standards	Basic Service delivery	Number of samples tests conducted to measure the water quality	Sum of sample tests conducted.	All	Director Technical Services	1769	500	125	260	Achieved above targe.	None	Lab reports	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
TL 168	By ensuring that water quality is monitored throughout the supply network to ensure compliance with applicable standards	Basic Service delivery	Percentage of Drinking Water Compliance to SANS241	Number of samples compliant/ total number of samples taken	All	Director Technical Services	88%	90%	90%	85%xcvf	Target not achieved.. Turbidity in l three towns failed.	Continuous monitoring of drinking water quality to ensure compliance with SANS 241 regulation.	Lab reports from Service Provided.	
TL 169	Evaluate the performance of service providers with contracts of 12 months or longer.	Basic Service delivery	Quarterly assessment reports produced at the end of every quarter for contracts that are 12 months or more.	Sum of performance assessments conducted annually.	All	Director Technical Services	4	4	1	1	Target achieved	None	None	
TL 170	Effective management and supervision of the SDBIP on KPIs of the Directorate (Top layer and Departmental KPI's)	Good Governance and Public Participation	75% of the KPIs have been achieved.	Number of KPIs met/by the total number of KPIs set.	All	Director Technical Services	75%	75%	75%	71%	Target achieved.	Constant monitoring of t. he SDBIP	Third quarter performance assessment report.	
TL 171	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	All	Director Technical Services	1	1	0	0	Target achieved in the first quarter.	None	None	
TL 172	Promote	Good	Submission of	Signed Quarterly	All	Director	4	4	1	1	Target achieved	None.	Signed	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	Sound risk management practices within the Directorate	Governance and Public Participation	complete and signed reports on status of implementation of action plan to address risks.	Reports.		Technical Services							Quarterly Reports.	
TL 173	Promote Sound risk management practices within the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	All	Director Technical Services	2	4	1	0	Target not achieved. There was no sitting of the Risk Committee.	Risk Committee meetings to sit quarterly as required.	None	
TL 174	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 31 July annually	All	Director Technical Services	31 Jul	31 Jul	0	0	Target achieved in the first quarter	None	None	
TL 175	By ensuring that vehicle maintenance and repairs is done for municipal fleet.	Municipal Transformation and Institutional Development	Number of repairs performed internally (by fleet section) on municipal fleet.	Number of repairs performed internally (by Fleet Section) on municipal fleet	All	Director Technical Services	300	300	75	242	Target achieved.	None.	Fleet Report and Job cards	
TL 176	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Director Technical Services	10	10	3	3	Target achieved	None.	Minutes and attendance registers	
TL 177	To facilitate the optimal functioning of	Municipal Transformati	Number of quarterly reports submitted to	Sum of reports submitted to	All	Director Technical	16	4	1	1	Target achieved.	None	Reports and Council	

KPI Ref	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q3 Target	Q3 Result	Performance Comment	Corrective Measures	Evidence in Support of Performance	
	management	on and Institutional Development.	Council.	Council		Services							Resolutions	
TL 178	To facilitate the optimal functioning of management	Municipal Transformation and Institutional Development.	Number of skills development programmes implemented by the Directorate annually.	Sum of programmes implemented.	All	Director Technical Services	NEW KPI	1	0	0	Not yet reportable	None	None	
TL 179	To ensure that the MIG allocation expenditure is done according to an approved plan.	Municipal Financial Viability and Management	Percentage expenditure of the annual MIG allocation year-to-date	Total amount spent/total allocation.	All	Director Technical Services	NEW KPI	100%	80%	66%	Target not achieved due to delays in appointment of services providers	Appoint service providers and required.	Implementation report.	
TL 180	Develop and monitor repeat findings register to address repeat AG findings.	Good Governance and Public Participation	Reduce repeat AG audit findings by 50% in the first year.	Number of resolved repeat findings/by total number of repeat findings	All	Director Technical Services	NEW KPI	50%	25%	0%	There were no repeat findings for the Directorate	None.	None	
TL 181	To ensure a fully functional Audit Unit.	Good Governance and Public Participation	Implementation of the approved audit action plan.	Percentage of audit issues attended to by management as per action plan.	All	Director Technical Services	NEW KPI	100%	50%	0%	Target not achieved. No findings have been resolved so far.	Work on resolving the findings before end of June.	Audit Action Plan.	