

**DR. BEYER'S NAUDE LOCAL  
MUNICIPALITY**

**2019/2020**



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**ANNUAL  
PERFORMANCE  
REPORT  
(YEAR ENDED  
30TH JUNE 2020)**

This Annual Performance Report is drafted in terms of Section 46 of the Local Government: Municipal Systems Act, 32 of 2000. The Annual Performance Report 2019/2020 is based on reported and audited information.

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## INTRODUCTION

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The function of Performance Management within the municipality is performed in the office of the municipal manager, and includes monitoring the implementation of the Integrated Development Plan (IDP) through the SDBIP. Legislation states that key performance indicators and targets must be implemented to enable continual monitoring of the municipality and its administration. These indicators pin point areas of focus for each financial year and are included in the IDP. Once approved the IDP is married to the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The SDBIP is then used to develop agreed performance plans for the Municipal Manager and Directors which should be evaluated quarterly.

The Annual Performance Report is hereby submitted to the Dr. Beyers Naudé Municipal Council in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular No.11

This report covers the performance information from 01 July 2019 to 30 June 2020 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Integrated Development Plans (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Service Delivery and Budget Implementation Plan (SDBIP) for 2019/2020.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area. This report will also endeavor to report to Council the Municipality's performance in terms of the five (5) National Government's Strategic key Performance Areas for local government, which are (1) Infrastructure Development; (2) Municipal Institutional Transformation and Development; (3) Community Development ;(4) Local Economic Development and (5) Back to Basics ( Good Governance and Sound Financial Management)

### **In Summary**

In summary the purpose of this report is as follows:

- To analyze the Capital Budget Projects status at the end of the financial year of 2019/20
- To track quarterly progress against the targets set in the SDBIP. This will in turn inform decision making and future goal setting
- To identify problems regarding performance of implementing Capital Budget Projects and Service Delivery Targets, with a view to obtain solutions
- To determine whether the objectives and strategies of the IDP have been met.
- To report on the overall Governance, Service Delivery and Supply Chain Management Performance of the Municipality.

## LEGISLATIVE REQUIREMENTS

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This Annual Performance Report has been compiled in compliance with the requirements of section 46 (1) of the Local Government: Municipal Systems Act, 2000. Management Regulations, 2001 states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.” Performance management is not only relevant to the organization as a whole, but also to the individuals employed in the organization as well as the external service providers. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and Organizational performance.

## MUNICIPAL OVERVIEW

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Dr Beyers Naudé Local Municipality, the third largest Local Municipality in the country, is well-positioned as a portal to the mystical Karoo, in a region renowned for its pristine natural environment, rich heritage, diverse peoples and cultures. The vast area (28,653 km<sup>2</sup> in extent) includes the towns of Graaff-Reinet, Willowmore, Aberdeen, Jansenville, Steytlerville, Nieu-Bethesda, Klipplaat and Rietbron; plus a number of smaller settlements and surrounding farms. It boasts several very popular tourist attractions, beautiful landscapes and a healthy climate. The town of Graaff-Reinet, 4<sup>th</sup> oldest in South-Africa and referred to as the “Gem of the Karoo”, is a hub of agri-tourism activity; it is the seat of the Municipal Council and is the centre where the biggest concentration of the population lives and works. The second largest town is Willowmore, also with a strong and vibrant tourism and agricultural sector. Willowmore should be viewed as a strategically situated centre for managing and co-ordinating service-delivery and public participation in the southernmost part of the Municipal area.

Dr Beyers Naudé LM was established as a result of a merger between the former Municipalities of Camdeboo, Ikwezi and Baviaans – on 8 August 2016 – after the Local Government Elections held on 3 August 2016. Geographically the new Municipality makes up 49.19% of the Sarah Baartman District Municipality’s landmass, with a low population density of 2.8 persons per km<sup>2</sup>, which is much lower than the District average of 7.7 persons per km<sup>2</sup>. The area is characterised by large tracts of commercial farmlands that are sparsely populated. The most densely populated areas are found in and around the established main towns. There are vast distances between main centres; some of the smaller towns and settlements can only be reached by unsurfaced (gravel) roads, not all of which are being maintained on a regular basis. The most difficult areas to access are situated within the Baviaanskloof.

The towns in the region have their own unique dynamics and attractions that draw visitors from far and wide, many of whom have made this their home. Well-known personalities that have carved a niche in our country's history and are closely associated with the Dr Beyers Naudé LM, include the likes of Robert Mangaliso Sobukwe, Dr Anton Rupert & Dr Beyers Naudé, Rev. Andrew Murray, Prof James Kitching, Athol Fugard, Anna Neethling Pohl, DF Malan, Helen Martins, Andries Pretorius... Key features of the area include :

#### Agriculture

Biggest mohair producer in South Africa, wool and red meat production (sheep, beef, goats), poultry, game and crop farming.

#### Public Amenities

Libraries; sport, recreational and educational facilities; banks & post offices in the main centres.

#### Health Care Facilities

Primary Health Care clinics in most towns, hospitals and other medical facilities in the larger towns and mobile clinics servicing rural areas.

#### Commerce & Industry

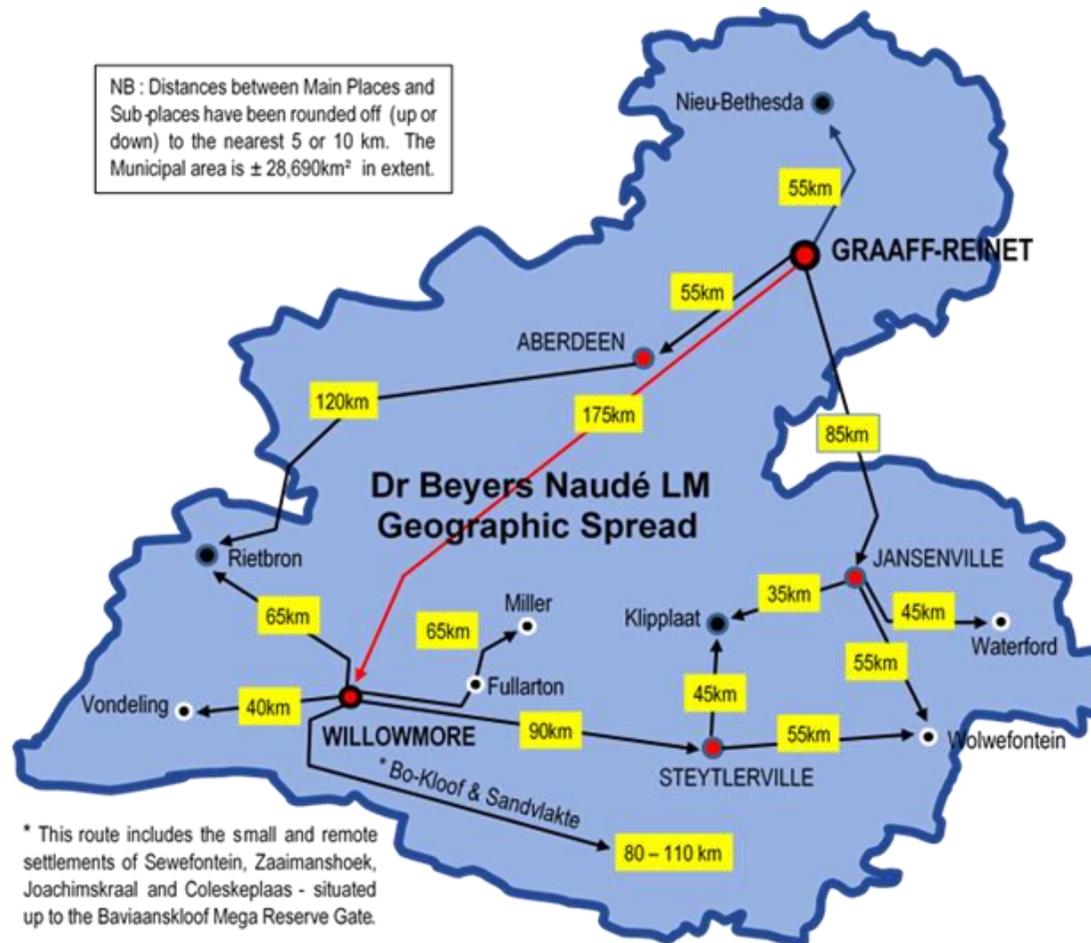
Mostly small businesses in most of the towns, with some larger industry and government departments in the bigger towns, such as Graaff-Reinet.

#### Infrastructure & Services

Good infrastructure and basic services (water, electricity, sanitation and refuse removal) in urban areas, with free basic services and subsidized support to qualifying indigent households.

Being situated in an arid area within the Sarah Baartman District, Dr Beyers Naudé LM faces many challenges, the biggest of which is water. Aberdeen and Nieu-Bethesda are in the fortunate position of having perennial springs that supply adequate and good quality water, which is used for both domestic consumption and irrigation. Graaff-Reinet gets its supply from the Nqweba Dam; when dry, the town is dependent on borehole water ~ an unreliable source as the water table drops drastically when the rain stays away. Other towns, such as Willowmore is supplied with water from Wanhoop which is a private property. Water quality is a problem in areas, such as Jansenville. The lack of a sustainable and permanent water supply is probably the most inhibiting factor in the area's economic development, as it restricts both agricultural and industrial activities. Continuous upgrading of sources and systems commence, however at this stage cannot be permanently rectified.

In accordance with the Municipal Structures Act 117/1998, Dr. Beyer's Naudé has been classified as a Category B Municipality; a collective executive system limits the exercise of executive authority to the Municipal Council itself and a Ward participatory system allows for matters of local concern to be dealt with by Ward committees. There are 14 Ward Councillors and 13 Proportional Representatives, whereby the Mayor and Speaker have been allocated full-time status.



## PERFORMANCE MANAGEMENT OVERVIEW

In order to improve on performance planning, implementation, reporting and measurement, the institution implemented the following actions;

- Key performance indicators has been reviewed and the SMART principle has been applied, so that there is effective monitoring and measurement of Key performance indicators.
- The Performance Management Policy that is the guiding tool for the Municipality has been reviewed and approved by the Dr. Beyers Naude Municipality Council.
- There is a key performance indicator column added to Capital Budget Projects so that projects are more clearly defined.
- Within the scorecard sent out quarterly for performance evaluations, a column provision has been made for targets not met or lagging behind.
- The Performance Management is in the process of being cascaded to Management level with in the Municipality and the intention is that individual performance will be evaluated in the 2020/2021 financial year.

	Performance Management guiding policy	All s54/56 Performance contracts signed	Audit Committee	Municipal Public Accounts Committee (MPAC)	Quarterly Performance Reporting to Council	Annual Reporting to Council
In place?	√	√	√	√	√	√

Performance Management System Checklist

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN OVERVIEW

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The organizational performance is evaluated through the Service Delivery Budget Implementation Plan (SDBIP) at departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and Budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.
- The SDBIP was prepared as described in the paragraphs below and approved by the Mayor.

The SDBIP consolidate service delivery targets set by Senior Management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the SDBIP include:

**One-year** detailed plan,

- Monthly projections of revenue to be collected for each source;
- Expected revenue to be collected NOT billed;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators;
- Non-financial measurable performance objectives in the form of targets and indicators; and detailed capital project plan broken down by ward.

## PLANNED TARGETS VS ACTUAL RESULTS FOR THE 2019/2020 FINANCIAL YEAR

This section of the Annual Performance Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's SDBIP.

### Performance against the National Key Performance Indicators

The following tables indicate the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These Key Performance Indicators are linked to the National Key Performance Areas.

#### Municipal Transformation and Institutional Development

INDICATOR	MUNICIPAL ACHIEVEMENT 2019/2020
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Approved staff establishment – No Appointments made
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	1%

Basic Service Delivery

INDICATOR	MUNICIPAL ACHIEVEMENT 2019/2020
The percentage of households with access to basic level of water	98%
The percentage of households with access to basic level of sanitation	96%
The percentage of households with access to basic level of electricity	95%
The percentage of households with access to basic level of refuse removal	98%

Local Economic Development

INDICATOR	MUNICIPAL ACHIEVEMENT 2019/2020
The Number of jobs created through the Municipality EPWP Labour intensive programme to address high unemployment rate	541

Good Governance and Public Participation

INDICATOR	MUNICIPAL ACHIEVEMENT 2019/2020
The percentage 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	99.95%

## SDBIP REPORT FOR 2019/2020

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### • CAPITAL BUDGET PROJECTS - 2019/2020

#### Infrastructure Development

Number of projects: 16  
Number of projects Completed/ On Target: 10  
Number of projects Not on Target: 6  
**Percentage on Target: 63%**

#### Institutional Development

Number of projects: 3  
Number of projects Completed/ On Target: 1  
Number of projects Not on Target: 2  
**Percentage on Target: 33%**

### OVERALL CAPITAL BUDGET PROJECT ACHIEVEMENT

Total Number of Capital Budget Projects per KPA = 19  
Number of Key Performance Indicators on Target/Completed = 11  
Number of Key Performance Indicators Not on Target = 8  
**Percentage on Target = 58%**

### SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATOR- 2019/20

#### **Development Priority: Infrastructure Development**

Number of Indicators: 5  
Number of indicators on Target: 1  
Number of indicators Not on Target: 4  
Percentage on Target: 20%

#### **Development Priority: Community Development**

Number of Indicators: 4  
Number of indicators on Target: 0  
Number of indicators Not on Target: 4  
Percentage on Target: 0%

**Development Priority: Institutional Development**

Number of Indicators: 14  
Number of indicators on Target: 6  
Number of indicators Not on Target: 8  
Percentage on Target: 43%

**Development Priority: Back to Basics – Good Governance**

Number of Indicators: 11  
Number of indicators on Target: 2  
Number of indicators Not on Target: 9  
Percentage on Target: 18%

**Development Priority: Local Economic Development**

Number of Indicators: 7  
Number of indicators on Target: 3  
Number of indicators Not on Target: 4  
Percentage on Target: 43%

**Development Priority: Back to Basics – Sound Financial Management**

Number of Indicators: 11  
Number of indicators on Target: 5  
Number of indicators Not on Target: 6  
Percentage on Target: 45%

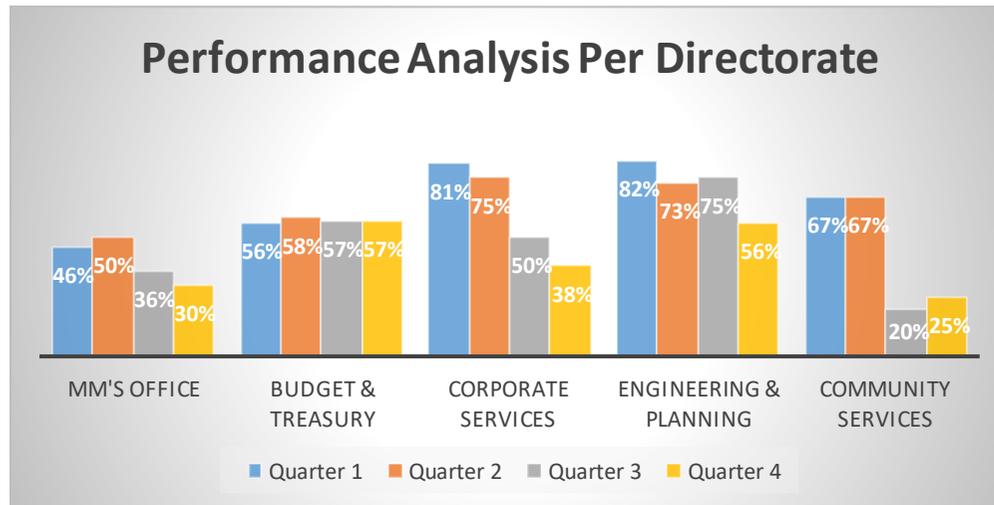
**OVERALL SERVICE DELIVERY KEY PERFORMANCE INDICATOR ACHIEVEMENT**

Total Number of Key Performance Indicators per KPA = 52  
Number of Key Performance Indicators on Target/Completed = 17  
Number of Key Performance Indicators Not on Target = 35  
**Percentage on Target = 33%**

**OVERALL KEY PERFORMANCE INDICATOR TARGET ACHIEVEMENT**

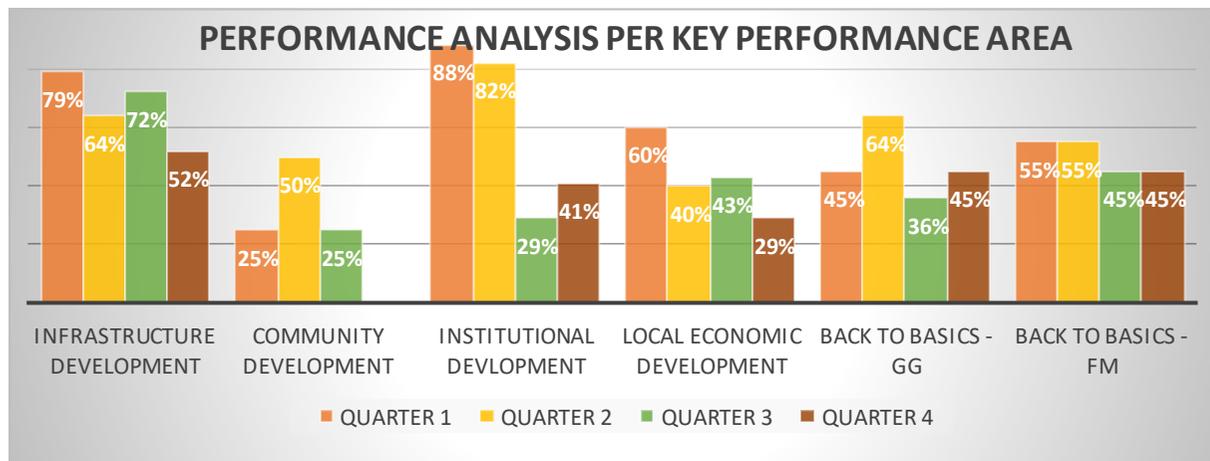
Total Number of Key Performance Indicators = 71  
Number of Key Performance Indicators on Target = 28  
Number of Key Performance Indicators Not on Target = 43  
**Percentage on Target = 39%**

## DEPARTMENTAL SDBIP OVERALL PERFORMANCE



The graph illustrates the SDBIP performance per directorate for the four quarters of the financial year

## NATIONAL KPA OVERALL PERFORMANCE



The graph illustrates the SDBIP Organizational performance per Key Performance Area

## CAPITAL BUDGET PROJECT ANALYSIS

### SDBIP ANALYSIS REPORT – CAPITAL BUDGET PROJECTS - 2019/2020

#### Infrastructure Development

Number of projects: 16

Number of projects Completed/ On Target: 10

Number of projects Not on Target: 6

Percentage On Target: **63%**

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2019/2020				
									Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for variance and plan of action
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations .	Installation of pipelines and equipping of 2 boreholes by 30 <sup>th</sup> June 2020.	1	Engineering and Planning	External MIG	4,740,839.00	4,740,831,30	99.99%	3000m pipeline installed and 2 boreholes equipped.	Not on Target	Contractor appointed and 3030m pipeline installed. boreholes to be equipped in new FY, Budget cut due to COVID 19	2 boreholes not equipped	Budget cut from R6,040,839 to R4,740,839. due to COVID 19. boreholes to be equipped in new FY
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent	Upgrade reticulation system by systematically replacing old installations .	Rehabilitation of 1 existing borehole by 31 March 2020.	8, 9 & 13	Engineering and Planning	External OTP	4,209,676	4,209,676.01	100%	1 Borehole rehabilitated	On Target	4 Boreholes rehabilitated. Project complete	Additional 3 boreholes rehabilitated	n/a

water supply and properly maintain all infrastructure													
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations .	Number of hydrological survey's and census conducted to determine future development in Graaff-Reinet by 30 <sup>th</sup> June 2020.	3,4,5,6, 14	Engineering and Planning	External DWS - WSIG	7,000,000.00	7,000,000	100%	1 Hydrological survey	On Target	1 Hydrological survey report. Project completed	n/a	n/a
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations .	Number of hydrological survey's and census conducted to determine future development in Rietbron by 30 <sup>th</sup> June 2020.	8	Engineering and Planning	External DWS- WSIG	1,291,562.00	1,291,562	100%	1 Hydrological survey	On Target	1 Hydrological survey report. Project completed	Drilled to test boreholes.	n/a
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations .	Installation and equipment of 5 new boreholes by 30 <sup>th</sup> June 2020.	3,4,5,6, 14	Engineering and Planning	External DWS - RBIG	6,000.000	4,123,361	68.7%	5 Boreholes equipped.	On Target	5 Boreholes equipped. Project completed	n/a	n/a
To adequately	Upgrade reticulation	Number of boreholes	3,4,5,6, 14	Engineering and Planning	External - WSIG	9,988,305.00	7,000,000	70%	3 boreholes drilled and	Not on Target	4 boreholes drilled 1	3 boreholes not	Continue in New financial

increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	system by systematically replacing old installations .	drilled and equipped in the National Park, Graaff-Reinet by 30 <sup>th</sup> June 2020.			DROUGHT				equipped.		equipped	equipped, due to scope change and funding shortage.	year under RBIG funding stream
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations .	Number of boreholes drilled and equipped in Graaff-Reinet by 30 <sup>th</sup> June 2020.	3,4,5,6, 14	Engineering and Planning	External COGTA	6,400,000.00	6,388,391.63	99.8%	6 boreholes drilled and equipped.	Not On Target	6 boreholes drilled and only 3 equipped.	3 outstanding boreholes could not be equipped due to poor water quality and yield test.	n/a
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations .	Upgrade 350m pipeline (various diameters – 70 -160mm) in Jansenville by 30 <sup>th</sup> June 2020.	11	Engineering and Planning	External DWS	373,928.00	441,428	118%	350m pipeline (various diameters)	On Target	404m of 110mm UPVC pipeline upgraded	+54m upgraded	Pipe size
To adequately increase bulk water storage, upgrade reticulation	Upgrade reticulation system by systematically replacing old installations	Development of an operational manual to manage the electronic telemetry	12 , 13	Engineering and Planning	External DWS	2,163,799.00	2,524,459	116%	1 operational manual	On Target	Operational manual completed.	2 boreholes and pump refurbished, all stations new telemetry installed with	n/a

systems, secure permanent water supply and properly maintain all infrastructure	.	system in Steytlerville, by 30 <sup>th</sup> June 2020										new communication tower.	
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations	Number of pumps procured for Steytlerville and Aberdeen by 30 <sup>th</sup> June 2020.	1,12,13	Engineering and Planning	External COGTA Covid Relief	280,000.00	0	0%	2 pumps	Not on Target	Project not implemented.	2 pumps not procured.	Business plan was submitted under the Municipal disaster relief grant for the procurement of 2 pumps. Received correspondence from NDC that we cannot utilise funds for capital projects. Funding could only be for procurement of PPE.
To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations	Installation of 4 pumps and motors at Nqweba Dam in Graaff-Reinet by 30 <sup>th</sup> June 2020	3,4,5,6,14	Engineering and Planning	External MIG (Reprioritization)	2,026,000.00	2,418,364.90	119%	4 pumps installed	On Target	Installation of 4 pumps	n/a	n/a
To adequately upgrade, and or construct waste water treatment	Upgrade reticulation system by systematically replacing old	Installation of 15 concrete toilet structures and 20	3,4,5,6,14	Engineering and Planning	External MIG (Reprioritization)	648,390.00	0	0%	15 concrete toilet structure and 20 portable toilets.	Not on Target	Project not implemented.	15 concrete toilet structure and 20 portable toilets.	Time constraints and approvals.

works and maintain them on a regular basis.	installations	portable toilets in Graaff-Reinet by 30 <sup>th</sup> June 2020											
Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained.	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Drilling of 2 new monitoring boreholes and supply of 700m security fence by 30 <sup>th</sup> June 2020.	12,13	Community Services	External MIG	2,896,465.00	2,072,800.25	71.56%	2 boreholes drilled and 700m security fence supplied.	On Target	3 boreholes drilled and 715m security fence supplied.  Project completed.	n/a	n/a
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Paving of 2500m <sup>2</sup> for identified streets by 30 <sup>th</sup> June 2020.	3,4,5,6,14	Engineering and Planning	External MIG	3,039,534.00	2,921,069	99%	2500m <sup>2</sup> paved.	Not on Target	No paving laid, layer works on road only.	2500m <sup>2</sup>	Original budget was reduced. Slow progress from contractor. COVID 19 and 3 months delayed. All road works layer works complete, no paving placed, will be completed in new FY.
To adequately construct, upgrade or install Streets & Stormwater	Develop a Streets & Stormwater Management Plan that also contains an	Paving of 1600m <sup>2</sup> for identified streets in Jansenville by 30 <sup>th</sup> June 2020.	10,11	Engineering and Planning	External MIG	2,146,400.00	2,146,400	100%	1600m <sup>2</sup> paved	On Target	Contractor appointed and 3556m <sup>2</sup> of paving done.	+1956m <sup>2</sup>	n/a

networks and to maintain them on a regular basis	Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.												
To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Paving of 2000m <sup>2</sup> for identified streets in Willowmore by 30 <sup>th</sup> June 2020.	8,9,13	Engineering and Planning	External MIG	2,314,200.00	2,314,200.00	100%	2000m <sup>2</sup> paved	On Target	2411 m <sup>2</sup> paved.  Project completed.	+411m <sup>2</sup>	n/a

Institutional Development

Number of projects: 3

Number of projects Completed/ On Target: 1

Number of projects Not on Target: 2

Percentage On Target: **33%**

Total budget per focus area versus expenditure:

Objective	Strategy	KPI	Wards	Responsible Person	Funding Source	Budget	Expenditure	Expenditure %	OVERALL PERFORMANCE 2019/2020				
									Annual Target	On Target/ Not on Target	Brief Description of actual output	Variance	Reason for variance and plan of action
To improve service delivery by replacing the current fleet with more reliable vehicles.	Equip offices and areas of service delivery with adequate resources.	Number of tractors procured by 30 <sup>th</sup> June 2020.	Institutional	Community Services	External COGTA Covid Relief	310,000.00	0	0%	1	Not on Target	No output	1 tractor	Correspondence received from NDMC, that the Municipality cannot procure a tractor against this grant. An application for roll-over was submitted to use this funding on PPE.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Number of laptops procured by 30 <sup>th</sup> June 2020.	Institutional	Budget & Treasury	External FMG	250,000.00	233,070.00	93%	10	On Target	10 laptops procured	n/a	n/a

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Number of office furniture procured for Jansenville and Steytlerville offices by 30 <sup>th</sup> June 2020.	Institutional	Budget & Treasury	External FMG	100,000.00	2,864	3%	5 furniture items.	Not on Target	2 items purchased	3 furniture items	n/a
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## SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS PERFORMANCE ANALYSIS

INFRASTRUCTURE DEVELOPMENT					OVERALL PERFORMANCE 2019/2020				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Infrastructure and Service Delivery	For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	Engineering and Planning	Monitor water quality through taking 13 Samples per month.	156	On Target	241 samples taken	+85	The Municipality was assisted by the Nelson Mandela Municipality with testing of water quality, due to lack of funding. Measures in place includes: Additional budget to ensure sampling. Appoint a service provider for compliance monitoring, sampling and analysis of drinking water including wastewater determinants.
Infrastructure and Service Delivery	For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring	Engineering and Planning	Percentage compliance with drinking water quality standards (micro-bacteriological)	85%	Not on Target	1 <sup>st</sup> quarter: 84.6% 2 <sup>nd</sup> quarter: 33.3% 3 <sup>rd</sup> quarter: 82.3% 4 <sup>th</sup> quarter: 99.9%  Annual output: 75%	10%	Measures in place includes: Upgrading of water supply systems. Purchasing and calibration

		measures are in place		quarterly.					of water testing equipment for daily operational monitoring.
Infrastructure and Service Delivery	To have all Municipal water-supply consumers connected to a metering system and registered on the debtor's database for monthly billing purposes.	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	Engineering and Planning	Number of water meters replaced in DBNLM to reduce water losses in by 30 <sup>th</sup> June 2020.	618	Not on Target	3622 domestic water meters and 16 bulk water meters replaced, however completion site inspection only occurred after year end. Close-out report and completion certificate received after 30 <sup>th</sup> June 2020.	+3020	Project completed after year end, therefore will be reported in the next financial year.
Infrastructure and Service Delivery	The eradication of illegal dumping and littering and creation of clean and healthy urban areas and surrounding environment.	Develop a new Integrated waste management plan for Dr. Beyers Naude Municipality and review it regularly	Community Services	Number of waste management plans developed by 30 <sup>th</sup> June 2020	1	Not on Target	No output	Waste management plan in draft form. Public participation is required.	Draft plan to be developed and public participation to commence.
Infrastructure and Service Delivery	Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community.	Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source.	Community Services	Number of Waste management Campaigns held by 30 <sup>th</sup> June 2020.	4	Not On Target	Waste Management campaigns not held throughout the year.	Cleaning of illegal dumping sites occurred in all wards. Ongoing process.	Waste Management campaigns to be held with cleaning of wards and illegal dumping sites.

COMMUNITY DEVELOPMENT					OVERALL PERFORMANCE 2019/2020				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/ Not on Target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Good Governance	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	SPU Unit	Number of Council established in Dr. Beyer's Naudé Local Municipality by 30 June 2020.	4	Not on Target	Town based sports and youth council elected in Steytleville. Due to Covid-19 restrictions on gatherings and travel, outstanding Council/forum establishment could not occur.	4	Due to Covid-19 restrictions on gatherings and travel, outstanding Council/forum establishment could not occur.
Good Governance	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	SPU Unit	Monitor Functionality of SPU consultative councils/ Forums by providing a quarterly reports to the office of the Municipal Manager and Council.	4	Not on Target	During the 4 <sup>th</sup> quarter, no SPU reports were provided to Council, as forums need to be established or revived in certain instances.	2	SPU councils/forum s to be established /revived.
Good Governance	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector,	SPU Unit	Number of training programmes for vulnerable groups especially youth and disabled citizens by 30 <sup>th</sup> June 2020.	12	Not On Target	Not all training programmes occurred. Mass Participation Programme in partnership with Environmental Affairs: Tuma Mina, Good Green	11	none

		especially the Disabled, Youth and Women.					Deeds Youth Ambassadors programme took place.		
Good Governance	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	SPU Unit	Number of Public Holidays commemorated in 2019/2020	10	Not On Target	16 days of activism/ World aids day held on the 3 <sup>rd</sup> December in partnership with the department of social development in Steytlerville. Lights in each town was switched on as per the schedule timeframe.  No other commemorations occurred due to Covid-19 restrictions on gatherings.	9	none
<b>INSTITUTIONAL DEVELOPMENT</b>					<b>OVERALL PERFORMANCE 2019/2020</b>				
<b>KPA</b>	<b>Objective</b>	<b>Strategy</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>On Target/Not On target</b>	<b>Brief description of actual output</b>	<b>Variance</b>	<b>Reason for Variance and Plan of Action</b>
Organisational Transformation & Institutional Development	To recruit staff with adequate qualifications, skills, training and experience.	Review the organogram annually.	Corporate Services	Review organizational structure and table before council by 30 June 2020.	1	Not on Target	Still busy with recruitment & selection processes on the current organisational structure	No review of organogram	Recruitment & Selection process will be finalised end of September 2020. Review of organogram will commence in January

									2021 to be approved in May 2021
Organisational Transformation & Institutional Development	To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	Corporate Services	100% Implementation of placement policy through placement of staff, based on approved Staff establishment by 31 September 2019.	100%	On Target	Target was to be achieved during the first quarter. One on One session commenced with staff, during the 1 <sup>st</sup> quarter. Objection Committee report received. Commence with recruitment and selection process	n/a	Commence with recruitment and selection process
Organisational Transformation & Institutional Development	Commence with placement process.	No job descriptions developed in 2018/2019	Corporate Services	% of job description developed for all filled post on the staff establishment by 31 <sup>st</sup> December 2019	100%	Not on target	Waiting for the placement (recruitment and selection) process to be finalised	Job descriptions not developed.	Waiting for the placement (recruitment and selection) process to be finalised
Organisational Transformation & Institutional Development	To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	Corporate Services	% of job evaluations completed for all filled post on the staff establishment by 30 <sup>th</sup> June 2020	100%	Not on Target	Waiting for the placement (recruitment and selection) process to be finalised	No job evaluations completed	Waiting for the placement (recruitment and selection) process to be finalised
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of	Implement Plan & Policies and upgrade systems accordingly; provide suitable	Corporate Services	Number of employment equity plans developed by 30 June 2020.	1	On Target	EEP was tabled and approved by Council	n/a	n/a

	all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	training to enable staff to utilize these systems optimally and correctly.							
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Corporate Services	Number of HR plans developed by 31 December 2019.	1	Not on Target	HR Plan in draft form.	HR Plan in draft form.	To be workshopped with relevant stakeholders
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Corporate Services	Develop a workplace skills plan with an annual training report by 31 March 2020.	1	On Target	WSP Submitted on 30 May 2020	n/a	n/a
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of	Implement Plan & Policies and upgrade systems accordingly; provide suitable	Finance Department	Number of municipal policies reviewed 30 June 2020.	12	On Target	Final reviewed budget related policies approved: Credit control and debt collection Tariff policy Supply Chain	n/a	n/a

	<p>all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.</p>	<p>training to enable staff to utilize these systems optimally and correctly.</p>					<p>Management Policy                  Asset management policy                  Cash Management, banking &amp; investment policy                   Budget policy                  Virement policy                  Funding and reserve policy                  Borrowing policy                  Indigent support policy                  Rates Policy                  Contract Management Policy                  Unauthorised, Fruitless &amp; Wasteful and Irregular Expenditure policy                  Rewards, gifts and favours policy                  Inventory management policy                  Transport and fleet management policy                  By-laws approved:                  Tariff by-law                  Credit control and debt collection by-law                  Rates by-law</p>		
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Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly	Finance Department	Prepare Supply Chain Management Implementation Compliance through 4 quarterly reports by 30 June 2020.	4	On Target	Quarterly reports developed.	n/a	n/a
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Finance Department	Develop and Monitor Contract register for all service providers and provide quarterly reports by 30 June 2020.	4	On Target	Quarterly reports developed.	n/a	n/a
Organisational Transformation & Institutional Development	To develop a performance management culture within the Municipality	Quarterly institutional performance reports to Council.	Municipal Manager/ PMS unit	4 quarterly SDBIP Performance reports submitted to Council by 30 July 2020, to inform Council of Institutional Performance.	4	Not On Target	All quarterly reports tabled before Council. Fourth quarter SDBIP performance report to be tabled before Committee's and Council in August 2020.	1 SDBIP report	4 <sup>th</sup> quarter report to be tabled before portfolio committee's and Council during August 2020.
Organisational Transformation & Institutional	To provide sufficient operational requirements, furnish	Implement Plan & Policies and upgrade	Municipal Manager/ Corporate	Monitor Council resolutions by providing 4	4	Not on Target	No Ordinary Council meeting in the 4 <sup>th</sup> quarter to	3 quarterly reports submitted to	No Ordinary Council meeting in the

Development	and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly	Services	quarterly reports on the implementation of council resolutions.			present resolution register due to total lockdown	council.	4 <sup>th</sup> quarter to present resolution register due to total lockdown
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Corporate Services	Ensure an updated Lease Register on a quarterly basis.	1	Not on Target	Draft lease register	Draft lease register	Market related and property values to be finalized.
Organisational Transformation & Institutional Development	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Corporate Services	Report on all disciplinary hearings on a quarterly basis to EXCO.	4	Not on Target	No report tabled during the 4 <sup>th</sup> quarter of the financial year.	3 reports tabled to EXCO during the financial year.	The last disciplinary report was tabled in February 2020. Due to total shutdown announced in March 2020 no quarterly standing committees took place. The 1 <sup>st</sup> virtual standing committee is scheduled for August 2020

LOCAL ECONOMIC DEVELOPMENT					OVERALL PERFORMANCE 2019/2020				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/Not On target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Local Economic Development	Job Creation, BEE & Partnerships, SMME, Industrial and Sector Development, Skills Development, Mainstreaming of 2 <sup>nd</sup> Economy, Youth and Women	Support, encourage and facilitate value-adding initiatives, programmes and projects.	Municipal Manager/ LED unit	Number of people employed through EPWP to address high unemployment rate in Dr. Beyers Naudé Local Municipality by 30 June 2020.	188	On Target	541	+353	More people employed through the programme.
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	Municipal Manager/ LED Unit	Assistance and development of SMME's by 30 June 2020.	15	On Target	Over 20 SMME's have been identified for the incubator Program by FNB and COGTA. Application has been approved. 38 emerging farmers and SMME's were assisted with Covid-19 relief funding applications.	+43	Assisted all SMME's that required assistance.
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY,	Support, encourage and facilitate value-adding initiatives, programmes and projects	Municipal Manager/ LED Unit	Number of resource mobilisation initiatives conducted to support local businesses by 30 <sup>th</sup> June 2020.	2	On Target	1 resource mobilisation initiative occurred: A road show with Isiqalo Youth fund conducted during November. SMME's and Emerging farmers were assisted with applications and	n/a	n/a

	YOUTH, DISABLED & WOMEN						submission of Covid-Relief funding.		
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager /LED Unit	LED strategy developed and approved by 31 December 2019.	1	Not on Target	The Socio Economic Profile (1 <sup>st</sup> chapter of the development of the strategy has been completed and has been workshopped with Councillors and Management on the 28 <sup>th</sup> October 2019. Stakeholder consultation session on the socio-economic profile could not commence due to COVID-19 lockdown regulations.	Strategy not completed.	Public participation to commence.
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager /LED Unit	Tourism and Marketing strategy developed and approved by council by 31 March 2020.	1	Not on Target	Tourism and Marketing strategy developed, however consultation to commence with stakeholders and workshop with Council.	Tourism strategy not approved by Council.	Consultation to commence with stakeholders and a workshop to be scheduled with Council.
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦	Develop LED Strategic Plan with an economic Vision for the Municipality.	Municipal Manager /LED Unit	Number of policies developed, aimed at increasing Participation in	2	Not On Target	No Output. In order to develop these policies, the LED Strategy first needs to be finalized, The LED	2 policies not developed.	In order to develop these policies, the LED Strategy first needs to be finalized,

	SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN			local economy by 30 <sup>th</sup> June 2020.			strategy gives effect to all other policies that need to be developed within the Local Economic Development Unit.		The LED strategy gives effect to all other policies that need to be developed within the Local Economic Development Unit.
Local Economic Development	SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	Municipal Manager /LED Unit	Number of Business forums within Dr. Beyers Naude Municipality established by 30 June 2020.	1	Not on Target	All sector forums per town are legalised, however challenges are being experienced with the established of a mother body.	Business Forum (Mother Body) not established.	none

BACK TO BASICS - KPA – Good Governance & Public Participation					OVERALL PERFORMANCE 2019/2020				
KPA	Objective	Strategy	Depart	KPI	Annual Target	On Target/Not On target	Brief description of actual output	Variance	Reason for Variance and Plan of Action
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Developing a credible Integrated Development Plan that will address the developmental needs of our Community.	Municipal Manager/ IDP Unit	A reviewed, amended and credible IDP for 2020/21 by 31 May 2020.	1	On Target	Draft 2020/21 IDP was tabled & adopted on 27/05/2020, Resolution SCOUN-026.2/20.  (a) 8 x PP Open Days (one in each Town, from 8 to	IDP Steering committee and rep forum meeting had to be cancelled due to Covid-19 lockdown.	All scheduled activities and processes running from last week of March through to end of May 2020 were delayed or

							12 June 2020) – during 21-day Public Inspection & Comments period 2 to 22 June 2020.  Final approval of 2020/21 IDP on 29 <sup>th</sup> June 2020.		had to be cancelled as a result of National State of Disaster declaration and COVID-19 lockdown regulations, prohibiting certain activities. BNLM required time to upgrade IT systems for Virtual Meetings, and to put measures in place for optimal utilization of printed and digital media platforms – for purpose of promoting community participation and effective information-sharing
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Corporate Services (Administration	Number of Meetings held in terms of year planner by 30 June 2020. (4 Ordinary Council Meetings and	8	Not on Target	All meetings took place as per year planner up until 4 <sup>th</sup> quarter.  No Standing Committees held during the 4 <sup>th</sup> quarter due to	No Standing Committees held during the 4 <sup>th</sup> quarter due to lockdown.  No Ordinary Council meeting for the quarter	n/a

				4 Standing Committee meetings)			lockdown.  No Ordinary Council meeting for the quarter due to lockdown Special Council Meetings –27 May, 12, 29 & 30 June 2020 EXCO – 26 June	due to lockdown	
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Corporate Services (Administration)	Number of MPAC meetings to assist with oversight function until 30 June 2020.	4	On Target	4 MPAC meeting held during the financial year.	n/a	n/a
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Corporate Services (Administration)	.Number of Audit Committee meetings to assist with oversight function until 30 June 2020.	4	On Target	4 Audit committee meetings held during the financial year.	n/a	n/a
Good Governance & Public Participation	To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communication s and other systems that will improve information-sharing, enhance public participation and promote socio-	Corporate Services (HR)	Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Meetings annually	6	Not On Target	4 meetings held during the financial year.	2	To ensure that LLF meetings commence as per the year planner.

		economic development.							
Good Governance & Public Participation	To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communication systems and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Municipal Manager /Communications	Number of quarterly External Newsletters distributed to stakeholders by 30 June 2020	26 000	Not on Target	1 quarterly newsletter was distributed to all town within DBNLM, and in municipal libraries. Communication shared externally via media platforms	3 quarterly newsletters not developed or distributed.	Ensure that a quarterly newsletter is developed and distributed.
Good Governance & Public Participation	To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communication systems and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Municipal Manager /Communications	Revise communication policy and strategy with quarterly implementation reports	3	Not on Target	Communication policy not revised.	No implementation reports	Communication policy to be revised, workshopped and quarterly implementation reports to be tabled before EXCO and Council.
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communication	Corporate services	Maintain updated housing beneficiary list and submit to	4	Not on Target	No standing committee was held during the 4 <sup>th</sup> quarter.	3 reports sent to standing committee during the financial year.	Due to total shutdown announced in March 2020 no quarterly

		s and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.		Corporate service standing committee on a quarterly basis by 30 June 2020.					standing committees took place. The 1 <sup>st</sup> virtual standing committee is scheduled for August 2020.
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Municipal Manager	Number of Service Delivery Roadshows held, to provide feedback to communities by 30 <sup>th</sup> June 2020	2	Not on Target	No roadshows commenced.	2	Media platforms to be utilised.
Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward.	Municipal Manager/ Ward Co-ordinator	Quarterly Ward Committee meetings with consolidated quarterly reports to council until 30 June 2020.	4	Not on Target	No consolidated quarterly report as not all ward are having meetings.	4	Ward councillors to ensure quarterly ward meetings are held.

Good Governance & Public Participation	To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communication systems and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Corporate Services	Quarterly reports from the customer care call centre submitted to EXCO.	4	Not on Target	No standing committee meeting for the quarter	3 reports sent to standing committee's during the financial year.	Due to total shutdown announced in March 2020 no quarterly standing committees took place. The 1 <sup>st</sup> virtual standing committee is scheduled for August 2020.
<b>BACK TO BASICS – KPA – Sound Financial Management</b>					<b>OVERALL PERFORMANCE 2019/2020</b>				
<b>KPA</b>	<b>Objective</b>	<b>Strategy</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>On Target/ Not on Target</b>	<b>Brief description of actual output</b>	<b>Variance</b>	<b>Reason for Variance and Plan of Action</b>
Sound Financial Management	To become a financially viable and sustainable Municipality.	The development and implementation of a Funding Strategy.	Finance	100% expenditure of Municipal Grants by 30 June 2020.	100%	Not on Target	99.95%	n/a	n/a
Sound Financial Management	To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Finance	100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes 30 June 2020.	100%	On Target	100% reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes.	n/a	n/a
Sound Financial Management	To receive a Clean Audit Opinion from the	Implementation and execution of an	Finance	Improve Outcome of the AG report:	100%	On Target	All actions to address findings with target dates	n/a	n/a

	Auditor-General.	Audit Action Plan.		100% implementation of action plan to address previous findings by 30 June 2020.			30 <sup>th</sup> June 2020, has been implemented.		
Sound Financial Management	To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Finance (Assets)	Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards)	100%	Not On Target	All purchases captured on the asset register.  Delay by national lockdown to finalise review of useful life of assets, as per 4 <sup>th</sup> quarter target.	Review of useful life of assets.	Review of useful life of assets to be finalised.
Sound Financial Management	To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager/ Finance	Percentage CAPEX of budget spend by 30 <sup>th</sup> June 2020.	100%	Not on Target	99.95%	n/a	n/a
Sound Financial Management	To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager/ Finance	Percentage OPEX of budget spend by 30 <sup>th</sup> June 2020.	80%	On Target	96%	n/a	n/a
Sound Financial Management	To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	Municipal Manager/ Finance	2019//2020 Budget approved by Council by 31 May 2020.	1	Not on Target	Budget approved by Council on 30 <sup>th</sup> June 2020 and re-submitted on the 13 <sup>th</sup> July 2020	Budget not approved by target date.	The coronavirus pandemic resulted in difficulty to comply with normal budget process for the 2020/2021-2023 MTREF processes

Sound Financial Management	To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Finance	Improve collection rate on service debtors to address cash flow constraints by 30 June 2020  (Service debtors/service debt collected)	90%	On Target	92%	n/a	n/a
Sound Financial Management	To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Finance	Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30 <sup>th</sup> June 2020.	4	Not on Target	No output	Financial recovery implementation plan not submitted quarterly to EXCO.	Financial recovery plan to be revised and implementation reports to be submitted to EXCO and Council.
Sound Financial Management	To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection	Finance	Effective control over 80% collection of property rates: by 30 June 2020.  Property rates collected/	Ensure average 80% recovery rate of property rates billed by 30 June 2020.	On Target	81.59%	n/a	n/a

		Policy.		property rate debtors.					
Sound Financial Management	To receive a clean audit opinion from the Auditor General.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Finance	Average number of days taken for creditors to be paid: Creditors Payment Period  Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 days	Not on Target	341 days	311 days	The municipality is experiencing cash flow problems and creditors cannot be paid within the legislatively required 30 days. The municipality has reviewed its Financial Recovery plan to ensure improved financial health and is currently busy with developing a revenue enhancement strategy.

**2018/2019 PERFORMANCE – TARGET ACHIEVEMENT VS 2019/2020 PERFORMANCE – TARGET ACHIEVEMENT**

<b><u>2018/2019 - CAPITAL BUDGET PROJECTS</u></b>	<b><u>2019/2020 – CAPITAL BUDGET PROJECT</u></b>
<p><u>Infrastructure Development</u></p> <p>Number of projects: 8                      Number of projects completed/ on target: 5                      Number of projects Not on Target: 3                      Percentage on targets: 63%</p> <p><u>Community Development</u></p> <p>Number of projects: 1                      Number of projects completed/ on target: 1                      Number of projects Not on Target: 0                      Percentage on target: 100%</p> <p><u>Institutional Development</u></p> <p>Number of projects: 8                      Number of projects completed/ on target: 4                      Number of projects Not on Target: 4                      Percentage on targets: 50%</p> <p>Total Number of Capital Budget Projects per KPA = 17                      Number of Key Performance Indicators on Target/Completed = 10                      Number of Key Performance Indicators Not on Target = 7                      Percentage on Target = <b>59%</b></p>	<p><u>Infrastructure Development</u></p> <p>Number of projects: 16                      Number of projects completed/ on target: 10                      Number of projects Not on Target: 6                      Percentage on targets: <b>63%</b></p> <p><u>Institutional Development</u></p> <p>Number of projects: 3                      Number of projects completed/ on target: 1                      Number of projects Not on Target: 2                      Percentage on targets: <b>33%</b></p> <p>Total Number of Capital Budget Projects per KPA = 19                      Number of Key Performance Indicators on Target/Completed = 11                      Number of Key Performance Indicators Not on Target = 8                      Percentage on Target = <b>58%</b></p>

2018/2019 - OPERATIONAL KPI'S / PROJECTS	2019/2020 – OPERATIONAL KPI'S / PROJECTS
<p><b>Development Priority: Infrastructure Development</b>                      Number of Indicators: 10                      Number of indicators on target: 8                      Number of indicators not on target: 2                      Percentage on target: <b>80%</b></p> <p><b>Development Priority: Community Development</b>                      Number of Indicators: 5                      Number of indicators on target: 1                      Number of indicators not on target: 4                      Percentage on target: <b>20%</b></p> <p><b>Development Priority: Institutional Development</b>                      Number of Indicators: 12                      Number of indicators on target: 7                      Number of indicators not on target: 5                      Percentage on target: <b>58%</b></p> <p><b>Development Priority: Local Economic Development</b>                      Number of Indicators: 5                      Number of indicators on target: 2                      Number of indicators not on target: 3                      Percentage on target: <b>40%</b></p> <p><b>Development Priority: Back to Basics – Good Governance</b>                      Number of Indicators: 8                      Number of indicators on target: 5                      Number of indicators not on target: 3                      Percentage on target: <b>63%</b></p> <p><b>Development Priority: Sound Financial Management</b>                      Number of Indicators: 11                      Number of indicators on target: 2</p>	<p><b>Development Priority: Infrastructure Development</b>                      Number of Indicators: 5                      Number of indicators on target: 1                      Number of indicators not on target: 4                      Percentage on target: <b>20%</b></p> <p><b>Development Priority: Community Development</b>                      Number of Indicators: 4                      Number of indicators on target: 0                      Number of indicators not on target: 4                      Percentage on target: <b>0%</b></p> <p><b>Development Priority: Institutional Development</b>                      Number of Indicators: 14                      Number of indicators on target: 6                      Number of indicators not on target: 8                      Percentage on target: <b>43%</b></p> <p><b>Development Priority: Local Economic Development</b>                      Number of Indicators: 7                      Number of indicators on target: 3                      Number of indicators not on target: 4                      Percentage on target: <b>43%</b></p> <p><b>Development Priority: Back to Basics - Good Governance</b>                      Number of Indicators: 11                      Number of indicators on target: 2                      Number of indicators not on target: 9                      Percentage on target: <b>18%</b></p> <p><b>Development Priority: Back to Basics - Sound Financial Management</b>                      Number of Indicators: 11                      Number of indicators on target: 5</p>

Number of indicators not on target: 9 Percentage on target: <b>18%</b>  Total Number of Key Performance Indicators per KPA = 68 Number of Key Performance Indicators on Target/Completed = 25 Number of Key Performance Indicators Not on Target = 43 Percentage on Target = <b>37%</b>  <b>OVERALL ORGANISATIONAL PERFORMANCE BASED ON SDBIP : 37%</b>	Number of indicators not on target: 6 Percentage on target: <b>45%</b>  Total Number of Key Performance Indicators per KPA = 71 Number of Key Performance Indicators on Target/Completed = 28 Number of Key Performance Indicators Not on Target = 43 Percentage on Target = <b>39%</b>  <b>OVERALL ORGANISATIONAL PERFORMANCE BASED ON SDBIP: 39%</b>
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### SERVICE PROVIDER PERFORMANCE 2019/2020

Service providers are appointed to undertake work on behalf of the municipality. As such, the work to be undertaken is for the benefit of the community and must be monitored to ensure that payment for services is warranted and well spent. Service providers employed to complete projects specified in the IDP are, by implication, monitored through the SDBIP and PMS, due to the fact that a budgeted amount is agreed for the work.

As a guide, all officials engaging the services of an outside body must ensure that clear terms of reference are used for all appointments and that clear indicators specifying agreed timeframes and deliverables are agreed and included in the appointment letter. The appointment letter must also indicate the recourse for non-delivery of agreed deliverables of the required standard.

On a monthly basis, the performance of service providers are monitored. The project owner/manager is issued with a performance report to complete, and indicate the performance of the service provider for that particular month after a site visit is conducted. This report is signed by the service provider and the manager to indicate agreement of target achievement and filed.

## IMPROVING PERFORMANCE – AUDIT IMPLEMENTATION ACTION PLAN

Area	Audit finding	Root cause	Nr	Action to address finding	Responsible HOD	Due date	Status	Progress
Employee related cost R159,348,242 (PY- R138,159,291) - para 3,4	During the audit of equalization, the AG identified differences on the total amount paid for equalization between the supporting schedules and the report to EXCO.	Lack of management oversight and detailed review of supporting documents for equalisation	1.	Obtain all payments made through the bank related to equalization and relevant listings. The financial system must reflect the payments actually made. The supporting schedule to the equalization to be reviewed in detail to ensure that the amounts are accurate and that all amounts disclosed in the annual financial statements are supported by credible and accurate underlying records.	BTO	31-Jan-20	Complete	Obtained the reports from the committee for equalization. Reports has been summarized and listings agrees to the bank payment with a few queries. Submitted to the equalization committee awaiting feedback.
	The AG identified that the employees listed in the table below were not compensated according to their contracts	Lack of proper review and detection controls in the HR and payroll departments to ensure that all contracts are properly drafted and that all employees are fairly compensated in terms of their of their employment contracts.	2.	Compile a list of all contract workers (EPWP/Fonteinbos etc). Confirm that the matters are isolated and not a recurring error by review all their existing contracts.	Corporate services	29-Feb-20	Complete	Reviewed the contracts referred to by the AG. The amounts has been verified to be correct as the contracts appropriately agrees with the amounts which was paid. Finding was retained by the AG due to non-response to COAF raised
	The salary equalization for both 2017/18 and 2018/19 was not presented on the face of statement of financial performance, and notes to the financial statements did not did not include the salary equalization. This is a material transaction and a note or narrative to explain the salary equalization should also have been included.	Inadequate reviews of the financial statements to ensure that the financial statement is prepared in accordance with GRAP.	3.	Ensure that the effect of the equalization payments are disclosed in the annual financial statements where applicable	BTO	30-Apr-20	Complete	Refer to 1 above for collation of information and summarizing the data. The disclosure will be updated upon completion of item 1
	The AG discovered that the municipality have not made any contribution on the bonus amount neither have they withheld any contribution on the amount paid to the employee	Misinterpretation of the policy by the payroll and HR team	4.	Obtain relevant authority for such deductions to be made on the 13th cheque.	Corporate services	31-Jan-20	Complete	Discussed the finding with HR. This matter had no material impact on the previous years however may grow with future years. This matter must be discussed at the relevant labour platforms as the implications effect both the employee and the employer which will most probably only be resolved in the new financial year

Employee related cost R159,348,242 (PY-R138,159,291) - para 3,4	The AG noted differences in the prior years figures and the current year AFS corresponding figures without the relevant GRAP 3 prior period note adjustment	Lack of reviews to ensure that all the reclassifications and corrections to prior year figures are disclosed in the note relating to prior period errors and reclassification	5.	The corresponding figures should agree with the prior period figures unless there is a prior period note which supports any adjustments or reasons for reclassifying items in the AFS are disclosed clearly and properly in order for the users of financial statements to understand the reasons for the changes in the comparatives figures.	BTO	31-Jul-20	Complete	
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Area	Audit finding	Root cause	Nr	Action to address finding	Responsible HOD	Due date	Status	Progress
Employee related cost R159,348,242 (PY-R138,159,291) - para 3,4	The AG identified differences between the payroll system and the GL which could not be explained	Lack of review and detection controls to ensure that the underlying supporting records to the AFS are complete and accurate	6.	Reperform the 2018/19 payroll reconciliation and confirm that explanations are provided for all differences.	BTO	31-Jan-20	Complete	The payroll reconciliation has been performed between the payroll reports and the GL. The reconciling items are explained and journals are on file
Payables R174,136,370 - para 5	The valuation and accuracy of Eskom balance amount reported by the municipality could not be confirmed. The list of all the June statement submitted amounted to R18 296 045,73 while the Municipality records shows an amount of R70 121 461,96.	Eskom account not reconciled with our records. Eskom does not provide the municipality with statement, only invoices	7.	Obtain statement or balance confirmation from Eskom. If unable to, the Eskom account must be reconciled with the invoices, payments and adjustments made by Eskom since amalgamation.	BTO	31-Mar-20	Complete	All charges, VAT, Interest and wheeling of the invoices of Eskom for the year has been reconciled to system. Necessary adjustments done.
	Differences were noted between the amounts disclosed in the financial statements and the amounts in the creditors listing.	Poor records management	8.	All amounts in the AFS should be supported with agreeing listings and reasons for differences should be noted	BTO	31-Jul-20	Complete	
	The AG noted that an electricity expense relating to June 2018 (2017/18 financial year) was recorded in the current financial period (2018/19 financial year)	Poor records management	9.	Apportion the accounts running over year end appropriately to ensure correct cut-off. All calculations for such adjustments should be maintained with supporting documentation in the audit file	BTO	31-Mar-20	Complete	Refer to nr 7 above

Expenditure - Bulk purchases R89,282,025 (PY- R81,207,643) - para 6	It has been noted that for Bulk purchases there is no meter reading report approved by the municipality supporting the consumption or usage of electricity reflected on the invoice from Eskom.	The municipality does not have meter readings installed to keep track of the consumption/ usage, they rely on Eskom invoices for the details on the consumption/usage.	10	Reconciliation of the invoices with the system reports to be performed by technical advisers. Representative of the municipality to take the meter reading with the Eskom representative and sign the meter reading report and have their own copy to use when they receive and invoice from Eskom. The electrician prior signing the requisitions should then agree consumption on the invoice to the consumption per the meter reading, and all that information should support the payment voucher.	Engineering and planning	31-Mar-20	In progress	The municipality does not possess meters to take independent readings and therefore will rely on reasonability analysis of the frequent Eskom reports.  Completed 10 August 2020
Expenditure - General expenditure R62,333,993 (PY- R88,342,657) - para 7	During the audit of expenditure, it was noted that the below transactions were incorrectly classified in the sub-categories of expenditure	Lack of review of the financial statements by management	11	Scrutiny of the general expenses votes to ensure that the classification of transactions are correctly disclosed (mSCOA) in terms of GRAP 1	BTO	31-Mar-20	Complete	Remake of the general expenses was necessary to be in line with mSCOA, GRAP and similar sized municipalities. An item of PPE to be appropriately added to FAR
Expenditure - finance cost R6,987,979 (PY- R7,238,459) - para 8	Related to employee benefit obligation							

Area	Audit finding	Root cause	Nr	Action to address finding	Responsible HOD	Due date	Status	Progress
Irregular expenditure R79,432,784 - para 9	The municipality did not adequately investigate the irregular expenditure written off in the notes of the financial statements, as required by section 32(2)(b) of the MFMA	Management did not implement the recommendations of the MPAC before writing it off	12	Ensure that every amount written off is supported with relevant documentation which demonstrates that - investigations took place (minutes) - council approved write off (resolution)	MM	29-Feb-20	Complete	
Employee benefit obligation R60,303,039 + R2,992,708 (PY-R46,172,111 + R3,199,659)	AG could not trace employees eligible for Postemployment medical aid benefits to the list of eligible employees submitted to the actuaries. Duplicate employees were noted. Employees on the list were not eligible for benefits	Reports pulled off the system was not adequately reviewed to ensure that all and only those eligible employees were included on the list	13	PY - Review the full list of eligible employees (2017/18 and 2018/19) to ensure that all (and only) eligible employees are considered for the calculations.	Corporate services	31-Jan-20	Complete	Errors have been corrected and updated for other exceptions

- para 10	AG could not trace employees eligible for Postemployment medical aid benefits to the list of eligible employees submitted to the actuaries. Duplicate employees were noted. Employees on the list were not eligible for benefits	Reports pulled off the system was not adequately reviewed to ensure that all and only those eligible employees were included on the list	14	CY - Review the full list of eligible employees (2019/20) to ensure that all (and only) eligible employees are considered for the calculations.	Corporate services	30-Jun-20	Complete	We have based our initial submissions on the 31 May 2020 information and accordingly reviewed the list. End of June 2020 will be considered for any movement and resubmitted to the service provider
	AG could not trace employees eligible for Postemployment medical aid benefits to the list of eligible employees submitted to the actuaries. Duplicate employees were noted. Employees on the list were not eligible for benefits	Reports pulled off the system was not adequately reviewed to ensure that all and only those eligible employees were included on the list	15	Source the service provider by 31 May 2020	BTO	31-May-20	Complete	
Investment property R67,783,409 - para 11	The accuracy of the Investment Property amounts could not be confirmed as AG could not place reliance on the amounts calculated by the expert	Lack of review and detection controls because management failed to ensure the accuracy and sufficiency of the submitted information and application laws/regulations.	16	Obtain confirmation of the registration of the valuer with South African Council for the Property Valuers Profession (SACPVP) for investment property and during the time of the valuations	BTO	29-Feb-20	Complete	The confirmation of the registration obtained. We have obtained confirmation from the relevant body that the valuer was always registered with the body.
	The accuracy of the Investment Property amounts could not be confirmed as AG could not place reliance on the amounts calculated by the expert	Lack of review and detection controls because management failed to ensure the accuracy and sufficiency of the submitted information and application laws/regulations.	17	Obtain the workings for the valuations and confirm that the methodology and calculations are in terms of the requirements of GRAP 16 and 103	BTO	29-Feb-20	Complete	
Unspent conditional grants R22,169,154 - para 12	During the review of unspent grants and scrutiny of the banks statement disclosed in the AFS, we performed a reconciliation between cash and cash equivalents and the unspent grants and the unknown difference of R22m was identified	Money management controls within the municipality are not adequately implemented	18.	Monitor the spending in the current year of the projects listed as "unspent" in 2018/19 financial year. Implement separate bank accounts for grants funding	BTO	29-May-20	Complete	Reconciliation of prior year complete. Current year spending also reconciled.

Area	Audit finding	Root cause	Nr	Action to address finding	Responsible HOD	Due date	Status	Progress
Unauthorised expenditure R22,169,154 - para 13	Related to the unspent grants of R22,169,154 above							

Receivables from exchange transactions R16,296,017 - para 14	During the audit of the receivables - indigent debtors, the requested application forms and supporting documents were not provided for the indigent debtors. The AG could not confirm compliance with the policy and the criteria specified in the policy was adhered to classify the debtor as indigent.	Lack of proper document management and filing to ensure that information is readily available when requested by the auditors.	19.	Review the indigent debtors list to ensure that the relevant documentation is maintained on file. Also ensure that the consumer coding etc is correct for each debtor	BTO	31-May-20	Complete	The finding couldve been resolved in prior years if it was not submitted late. Application forms were found but late. However we are discussing ways to ensure that our documentation is easily found
	During the audit of the receivables, differences were noted between the amounts disclosed in the financial statements and the amounts in the debtors listing	The debtors with creditors balances were eliminated and reclassified to creditors.	20.	The impact of the negative balances should be reflected on the listings in order to agree with the AFS	BTO	10-Jul-20	Not yet due at 30 June 2020	Completed 10 July 2020
	During the audit of the receivables it was noted that the debtors below are not on the municipality's debtors' listing.	Lack of proper review of financial statements by management	21.	Perform reconciliation of all erven per the valuation to the debtors listing to ensure that all debtors are accounted for	BTO	29-Feb-20	Complete	
VAT receivable R13,684,799 - para 15	Related to bulk purchases							
Heritage assets R13,452,791 - para 16	The accuracy of the heritage assets amounts could not be confirmed as AG could not place reliance on the amounts calculated by the expert. The accounting policy is not consistent with GRAP 103 as the measurement basis is not disclosed.	Lack of review and detection controls because management failed to ensure the accuracy and sufficiency of the submitted information and application laws/regulations.	22.	Obtain confirmation of the registration of the valuer with South African Council for the Property Valuers Profession (SACPVP) for heritage assets during the time of the valuations	BTO	29-Feb-20	Complete	The confirmation of the registration obtained. We have obtained confirmation from the relevant body that the valuer was always registered with the body.
	The accuracy of the heritage assets amounts could not be confirmed as AG could not place reliance on the amounts calculated by the expert. The accounting policy is not consistent with GRAP 103 as the measurement basis is not disclosed.	Lack of review and detection controls because management failed to ensure the accuracy and sufficiency of the submitted information and application laws/regulations.	23.	Obtain the workings for the valuations and confirm that the methodology, calculations and policies are in terms of the requirements of GRAP 103	BTO	29-Feb-20	Complete	
Distribution losses - electricity/water R12,214,638 R8,574,989 - para 17/19	Related to bulk purchases and employee related cost							
Actuarial loss/gain and release from obligation R8,667,947 (PY-R3,556,944) - para 18	Related to employee benefit obligation							

Area	Audit finding	Root cause	Nr	Action to address finding	Responsible HOD	Due date	Status	Progress
Cash flow statement - para 20	Differences were identified during the audit of statement of cash flows for both 2018/19 and 2017/18	Lack of review and management oversight in preparation of financial statements.	24.	Ensure that the cash flow statement figures agrees with the amounts in the AFS	BTO	31-Aug-20	Not yet due on 30 June 2020	N/A
Payables	The provisions account is overstated by an amount of about R15million due to the incorrect treatment of the accruals accounting.	- The 2017/18 accruals provision of R61m was not fully eliminated as some accruals were either incorrectly recorded against another vote or not yet recorded - The VAT treatment is incorrect since the provisions were raised inclusive of VAT and reversed exclusive of VAT	25	The 2017/18 accruals provision for year end of not yet reversed will be investigated to ensure that all the remaining provisions is reversed to only reflect the 2018/19 accruals provision at year end of 2018/19.  VAT treatment to be correctly accounted for and declared with SARS	BTO	31-Mar-20	Complete	Able to match many of the 201718 accruals provision to the reversals in the 201819 year. Necessary adjustments has been compiled