CENTRAL KAROO DISTRICT MUNICIPALITY

SECTION 52

QUARTERLY PERFORMANCE ASSESSMENT REPORT

QUARTER 1

JULY – SEPTEMBER 2026

2026/27 FINANCIAL YEAR

"Working together in development and growth"

CENTRAL KAROO DISTRICT MUNICIPALITY

In-Year Report

Prepared in terms of the Local Government: Municipal Finance Management Act (56/2003): Municipal Budget and Reporting Regulations, Government Gazette 32141, 17 April 2009.

MONTHLY AND QUARTERLY BUDGET STATEMENT JULY - SEPTEMBER 2026



TABLE OF CONTENTS

Table of Contents

GLOSSARY 5

MONTHLY BUDGET STATEMENT – SECTION 71 REPORT 7

PART A: MAYOR'S REPORT 8

1. Purpose 8
2. Mayor's assessment 8
3. Matters recommended for Council attention 8

PART B: CFO / ACCOUNTING OFFICER'S ANALYSIS 8

4. Executive financial dashboard 8
5. Revenue performance 9
6. Expenditure performance 10
7. Operating result and full-year outlook 10
8. Capital expenditure and funding 11
9. Debtors and creditors 11
   - 9.1 Debtors 11
   - 9.2 Creditors 11
10. Transfers and grants 12
11. Financial indicators 13
12. Material matters and corrective action plan 13

PART C: PROPOSED COUNCIL RESOLUTION ..... **Error! Bookmark not defined.**

NON-FINANCIAL PERFORMANCE REPORTING – QUARTER 1 (01 JULY – 30 SEPTEMBER 2026) 15

1. Purpose 15
2. Legislative requirements 15
3. Background to the format and monitoring of the SDBIP 15
   - 3.1 Format 15
   - 3.2 Monitoring 16
4. Actual performance for the first (1st) Quarter (01 July – 30 September 2026) 17
5. Overall performance of the Municipality 18
6. Actual Strategic performance and corrective measures that will be implemented 20
   - 6.1 BUILD A WELL CAPACITATED WORKFORCE, SKILLED YOUTH AND COMMUNITIES 20
   - 6.2 DELIVER A SOUND AND EFFECTIVE ADMINISTRATIVE AND FINANCIAL SERVICE TO ACHIEVE SUSTAINABILITY AND VIABILITY IN THE REGION 22
   - 6.3 FACILITATE GOOD GOVERNANCE PRINCIPLES AND EFFECTIVE STAKEHOLDER PARTICIPATION 24
   - 6.4 IMPROVE AND MAINTAIN DISTRICT ROADS AND PROMOTE SAFE ROADS TRANSPORT 25

6.5 PROMOTE REGIONAL, ECONOMIC DEVELOPMENT, TOURISM AND GROWTH OPPORTUNITIES 25
6.6 PREVENT AND MINIMIZE THE IMPACT OF POSSIBLE DISASTERS AND IMPROVE PUBLIC SAFETY IN THE REGION 26
6.7 PROMOTE SAFE, HEALTHY AND SOCIALLY STABLE COMMUNITIES THROUGH THE PROVISION OF A SUSTAINABLE ENVIRONMENTAL HEALTH SERVICE 26
7. CONCLUSION 27
8. CORRECTIVE MEASURES PER DEPARTMENT 28

GLOSSARY

1.1 Adjustments Budget	Prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.
1.2 Allocations	Money received from Provincial or National Government or other municipalities.
1.3 Budget	The financial plan of the Central Karoo District Municipality.
1.4 Budget Related Policy	Policy of the municipality affecting or affected by the budget, examples include tariff policy, rates policy, credit control and debt collection policy.
1.5 Capital Expenditure	Spending on assets such as land, buildings, furniture, computer equipment and machinery. Any capital expenditure must be reflected as a non-current asset on the Municipality's balance sheet.
1.6 Cash Flow Statement	A statement including only actual receipts and expenditure by the Municipality. Cash payments and receipts do not always coincide with budgeted timings. For example, when an invoice is received by the Municipality it is shown as expenditure in the month it is received, even though it may not be paid in the same period.
1.7 DORA	Division of Revenue Act. Annual legislation that shows the total allocations made by national to provincial and local government.
1.8 Equitable Share	A general grant paid to Municipalities.
1.9 Fruitless and Wasteful Expenditure	Expenditure that was made in vain and would have been avoided had reasonable care been exercised.
1.10 GFS	Government Finance Statistics. An internationally recognised classification system that facilitates like for like comparison between Municipalities.
1.11 GRAP	Generally Recognised Accounting Practice. The new standard for municipal accounting.
1.12 IDP	Integrated Development Plan. The main strategic planning document of the Municipality.
1.13 MBRR	Local Government: Municipal Finance Management Act (56/2003): Municipal Budget and Reporting Regulations.
1.14 MFMA	Local Government: Municipal Finance Management Act (56/2003). The principle piece of legislation relating to municipal financial management. Herein referred to as the Act.
1.15 MTREF	Medium Term Revenue and Expenditure Framework. A medium-term financial plan, usually 3 years, based on a fixed first year and indicative further two years budget allocations. Also includes details of the previous and current years' financial position.
1.16 Operating Expenditure	Spending on the day-to-day operations of the Municipality such as salaries and wages and general expenses.
1.17 SDBIP	Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.
1.18 Strategic Objectives	The main priorities of the Central Karoo District Municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.
1.19 Unauthorised Expenditure	Generally, is spending without, or in excess of, an approved budget.
1.20 Virement	A transfer of budget.

1.21 Virement Policy	The policy that sets out the rules for budget transfers. Virements are normally allowed within a vote. Transfers between votes must be agreed by Council through an Adjustments Budget.
1.22 Vote	One of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments of the municipality. In Central Karoo District Municipality this means at directorate level. The votes for Central Karoo District therefore are: Executive and Council; Budget and Treasury; Corporate Services; and Technical Services.

CENTRAL KAROO DISTRICT MUNICIPALITY

QUARTERLY BUDGET STATEMENT – SECTION 71 REPORT

September 2026 | Month 03 of the 2026/2027 financial year

Amounts are stated in R thousands unless otherwise indicated. The report is compiled from the September 2026 mSCOA Version 7.1 C-Schedules supplied.

PART A: MAYOR'S REPORT

1. Purpose

This report presents the financial performance, financial position, cash flow, capital expenditure and selected financial indicators of Central Karoo District Municipality (CKDM) for September 2026 and the year-to-date period to 30 September 2026, in accordance with the budget reporting framework and the Municipal Finance Management Act.

2. Mayor's assessment

The C1 schedule reports year-to-date revenue of R32.782 million against a year-to-date budget of R16.075 million, while expenditure is R25.095 million against R18.452 million. This produces a reported year-to-date operating surplus of R7.686 million compared with a budgeted year-to-date deficit of R2.377 million. The favourable variance is material and should not be interpreted as proof of a sustainable full-year position: the C-schedules forecast a full-year deficit of R9.509 million. However the improvement can be attributed to the Roads Function extension by Department of Infrastructure.

The main management concerns are the employee-cost overspend against the year-to-date budget and the significant reliance on transfers and other own revenue.

3. Matters recommended for Council attention

- Note the September 2026 budget statement and the reported full-year deficit forecast of R9.509 million.
- Require a detailed employee-cost variance analysis by cost centre, including funded vacancies, overtime, benefits, roads-function transition costs and the approved staff establishment where applicable.
- Require a capital implementation and procurement update against the adjusted capital budget of R2.235 million.

PART B: CFO / ACCOUNTING OFFICER'S ANALYSIS

4. Executive financial dashboard

Indicator	September / YTD actual	YTD budget	Variance / forecast
Operating revenue (excluding capital transfers)	R32.782m	R16.075m	R16.707m favourable
Operating expenditure	R25.095m	R18.452m	R6.643m unfavourable in expenditure terms
Reported operating surplus/(deficit)	R7.686m	(R2.377m)	R10.064m favourable
Capital expenditure YTD	R0.477m	R0.559m	R0.082m below YTD budget

Indicator	September / YTD actual	YTD budget	Variance / forecast
Debtors	R0.482m	—	R0.393m older than one year
Creditors	R0.289m	—	Trade creditors; aging schedule needs review

Interpretation note: the C-schedules express amounts in R thousands. The report converts selected figures to R million for readability. Variances are shown as reported by the schedules; expenditure variances are described in words to avoid confusion over sign conventions.

5. Revenue performance

Revenue category	YTD actual	YTD budget	Variance	Comment
Investment revenue	R0.203m	R0.100m	R0.103m favourable	Above year-to-date budget.
Transfers and subsidies – operational	R17.531m	R11.555m	R5.976m favourable	Significant contributor to revenue overperformance; confirm grant conditions and timing.
Other own revenue	R15.048m	R4.420m	R10.628m favourable	Large variance; revenue classification, supporting documentation and collectability should be reviewed.
Total revenue excluding capital transfers	R32.782m	R16.075m	R16.707m favourable	203.9% of YTD budget, as calculated from C1.

The revenue profile is dominated by operational transfers and other own revenue. Finance should confirm whether the favourable variances reflect actual receipts, timing differences, once-off items, roads-function-related transactions, accruals or classification issues. The C-schedules alone do not establish the underlying cause.

6. Expenditure performance

Expenditure category	YTD actual	YTD budget	Variance	Management comment
Employee costs	R17.313m	R12.547m	R4.766m unfavourable	Material overspend; reconcile payroll, vacancies, benefits, overtime and cost-centre allocations.
Councillor remuneration	R1.304m	R1.229m	R0.075m unfavourable	Review against approved remuneration and timing of payments.
Depreciation, amortisation and impairment	R0.335m	R0.247m	R0.088m unfavourable	Confirm asset-register and depreciation postings.
Inventory consumed and bulk purchases	R0.098m	R0.176m	R0.078m favourable	Monitor consumption and timing.
Transfers and subsidies	R0.013m	R0.037m	R0.024m favourable	Confirm transfer payments and commitments.
Other expenditure	R6.032m	R4.217m	R1.816m unfavourable	Obtain line-item analysis of contracts, operational costs and non-recurring items.
Total expenditure	R25.095m	R18.452m	R6.643m unfavourable	136.0% of YTD budget, as calculated from C1.

The largest identified expenditure pressure is employee costs, followed by other expenditure. The municipality should provide a transaction-level analysis for the significant variances and distinguish once-off timing items from recurring cost pressures.

7. Operating result and full-year outlook

The C1 schedule reports a year-to-date surplus of R7.686 million compared with a budgeted year-to-date deficit of R2.377 million. After capital transfers, the reported year-to-date result remains a surplus of R7.686 million because no capital transfers are recognised as revenue year to date in C1. However, the full-year forecast remains a deficit of R9.509 million before capital transfers and R8.509 million after the forecast R1.000

million capital transfers. Management should therefore avoid treating the YTD surplus as evidence that the structural deficit has been resolved.

8. Capital expenditure and funding

Capital item	Amount
Adjusted capital budget	R2.235m
Capital expenditure for September	R0.477m
Capital expenditure year to date	R0.477m
YTD capital budget	R0.559m
YTD underspending against budget	R0.082m
Capital transfers recognised / shown in C1 YTD	R0.477m
Internally generated capital funding budget	R0.061m
Borrowing budget	Nil

C5 and C1 show that capital expenditure of R0.477 million has been recorded year to date against an adjusted capital budget of R2.235 million. The C5 schedule should be used to validate the detailed project-level split and funding source allocation. The municipality should provide project-level expenditure, commitments, procurement status and delivery milestones to determine whether implementation is on track.

9. Debtors and creditors

9.1 Debtors

SC2 reports total debtors of R482,037 (R0.482 million). Of this amount, R392,568 (approximately 81.4%) is older than one year. A further R36,540 falls in the 121–150 day bucket and R51,831 is 0–30 days. The schedule reports R429,108 as outstanding for more than 90 days. The long-outstanding balance presents a collection and recoverability risk. Finance should identify the debtors by name, age, source, dispute status, legal recovery action and impairment provision.

9.2 Creditors

SC4 reports total creditors of R288,743.50 (R0.289 million), primarily trade creditors. The schedule includes R240,906.76 in the 31–60 day bucket and a negative balance of R1,018.40 in the 181-day-to-one-year bucket. Finance should reconcile the creditor age analysis to supplier statements and the general ledger, investigate old/negative balances, and monitor compliance with payment obligations.

10. Transfers and grants

CENTRAL KAROO MTREF ALLOCATIONS: GRANT REGISTER SEPTEMBER 2026/2027

C DC5 Central Karoo	2026/2027 Allocations R thousands	Opening Balance	Received 2026/2027	Expenditure 2026/2027 (Excluding VAT)	VAT transferred to Revenue	Expenditure 2026/2027 (Inluding VAT)	Repayments 2026/2027	Closing Balance Unspent / (unpaid)
Direct transfers								
Equitable share and related	**38 947**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Infrastructure	**2 343**	**(183 567.70)**	**-**	**(80 654.24)**	**-**	**(99 137.88)**	**-**	**(282 705.58)**
Rural roads assets management systems grant	2 343	(183 567.70)	-	(99 137.88)	-	(99 137.88)	-	(282 705.58)
Capacity building and other current transfers	**2 550**	**1 054 064.45**	**-**	**(328 289.57)**	**(3 900.00)**	**(332 189.57)**	**-**	**721 874.88**
Local government financial management grant	1 200	860 322.73	-	(104 827.07)	(3 900.00)	(108 727.07)	-	751 595.66
Expanded public works programme integrated grant for municipalities	1 350	193 741.72	-	(223 462.50)	-	(223 462.50)	-	(29 720.78)
Sub total direct transfers	**43 840**	**1 979 601.31**	**-**	**(408 943.81)**	**(3 900.00)**	**(412 843.81)**	**-**	**1 566 757.50**
Total: Transfers from National Treasury	**43 840**	**1 979 601.31**	**-**	**(408 943.81)**	**(3 900.00)**	**(412 843.81)**	**-**	**1 566 757.50**
Transfers for Provincial Departments								
Municipal Allocations from Provincial Department								
of which								
Provincial Treasury	**-**	**799 389.07**	**-**	**-**	**-**		**-**	**799 389.07**
Western Cape Financial Management Capability Building Grant								
--> Capacity Building BTO		278 617.93	-	-	-	-	-	278 617.93
--> Long-Term Financial Plan		500 000.00	-	-	-	-	-	500 000.00
--> Performance Management and Development System		20 771.14	-	-	-	-	-	20 771.14
--> External Bursaries		-	-	-	-	-	-	-
Community Safety	**680**	**736 968.44**	**-**	**-**	**-**	**-**	**-**	**736 968.44**
Safety initiative implementation - Whole of Society Approach (WOSA)	680	736 968.44	-	-	-	-		736 968.44
Local Government	**2 700**	**3 396 346.63**	**1 500 000.00**	**(254 943.41)**	**(35 741.51)**	**(290 684.92)**	**-**	**4 605 661.71**
Local Government Internship Grant		-						
Western Cape Municipal Intervention Grant		366 838.42	-		-	-	-	366 838.42
Municipal Service Delivers and Capacity Building Grant	200	-	-	(16 666.66)	-	(16 666.66)	-	(16 666.66)
Fire Service Capacity Building Grant	1 000	2 990 346.03	-	-	-	-	-	2 990 346.03
Municipal Water Resilience Grant	1 500	39 162.18	1 500 000.00	(238 276.75)	(35 741.51)	(274 018.26)	-	1 265 143.92
		-						
.								
Total: Transfers from Provincial Departments	**3 380**	**4 932 704.14**	**1 500 000.00**	**(254 943.41)**	**(35 741.51)**	**(290 684.92)**	**-**	**6 142 019.22**
Transfers for Other Grant Providers								
Municipal Allocations from other grant providers								
of which								
Other Grant Providers	**-**	**179 318.00**	**216 000.00**	**-**	**-**	**-**	**-**	**395 318.00**
The Chemical industries Education and Training Authority		(5 642.00)	216 000.00	-	-	-	-	210 358.00
Nedbank Winter Outreach		361.00	-	-	-	-	-	361.00
LGSETA (251200031/251200032)		-		-	-	-	-	-
Local Government Sector and Training Authority (Africa Creek)	-	201 784.00	-	-	-	-	-	201 784.00
Local Government Sector and Training Authority (LGLDP - 202331655 & 20233368)		(4 810.00)	-	-	-	-	-	(4 810.00)
Local Government Sector and Training Authority (LGLDP: 542&543-2025)		-	-	-	-	-	-	-
Local Government Sector and Training Authority (LGLDP - 20239677)		(12 375.00)	-	-	-	-	-	(12 375.00)
Total: Transfers from Other grant providers	**-**	**179 318.00**	**216 000.00**	**-**	**-**	**-**	**-**	**395 318.00**
TOTAL GRANT ALLOCATIONS FROM PROVINCIAL, NATIONAL AND OTHER	**47 220**	**7 091 623.45**	**1 716 000.00**	**(663 887.22)**	**(39 641.51)**	**(703 528.73)**	**-**	**8 104 094.72**

11. Financial indicators

Indicator	September schedule reading	Assessment
Current ratio	0.50:1	Below 1:1; reported current assets do not cover current liabilities.
Liquidity ratio	-0.35:1	Negative due to negative monetary assets in the schedule; reconcile cash and monetary asset balances.
Repairs and maintenance / revenue	0.07% YTD	Low recorded proportion; verify whether all repairs and maintenance are captured in the correct accounts.
Interest and depreciation / revenue	0.69% YTD; full-year forecast 7.64%	Confirm depreciation and forecast assumptions.

Indicator calculations and interpretations are provisional because the underlying financial-position schedule contains negative cash/monetary assets and a non-balancing equity check.

12. Material matters and corrective action plan

Issue	Required action	Suggested responsibility	Target
Employee costs R4.766m above YTD budget	Provide payroll variance by cost centre, employee category, overtime, benefits and vacancies; identify recurring vs timing items.	HR and Budget Office	Next monthly report; immediate explanation
Other expenditure R1.816m above YTD budget	Provide detailed ledger-level variance, contract and procurement analysis and corrective measures.	Budget managers / SCM / CFO	Next monthly report
Long-outstanding debtors R0.393m over one year	Prepare debtor-by-debtor collection plan, validate recoverability and assess impairment/legal action.	Revenue / Legal / CFO	Next monthly report
Creditors aged balances and negative bucket	Reconcile supplier statements and age profile; investigate negative/old items and payment due dates.	Expenditure / Creditors team	Next monthly report

Issue	Required action	Suggested responsibility	Target
Capital implementation	Submit project-level spend, commitments, procurement status, delivery milestones and forecast completion.	Technical / Budget Office	Next monthly report

QUALITY CERTIFICATE

I, B Koopman, the Acting Municipal Manager of the Central Karoo District Municipality, hereby certify that –

(mark as appropriate)

X	The monthly budget statements
X	Quarterly report on the implementation of the budget and financial state affairs of the municipality
	Mid – year budget and performance assessment

For the month of September 2026/2027 financial year, has been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print Name : Barbara Koopman
Acting Municipal Manager

Signature .....

Date : 14 October 2026

NON-FINANCIAL PERFORMANCE REPORTING – QUARTER 1 (01 JULY – 30 SEPTEMBER 2026)

Disclaimer

This Quarterly Performance Assessment Report, w.r.t. the non-financial information, is based on reported information only, and is un-audited. This report is subject to change on finalisation of the Internal Performance Audit Report for the first (1st) Quarter (01 July – 30 September 2026) of the 2026/2027 financial year.

1. Purpose

(a) The purpose of this report is to inform Council of the progress made in implementing the Key Performance Indicators (KPIs) in support of the development priorities and strategic objectives set out in the Municipality's Integrated Development Plan (IDP) and the Service Delivery and Budget Implementation Plan (SDBIP) for the first quarter (01 July – 30 September 2026) of the 2026/2027 financial year.

2. Legislative requirements

(a) The SDBIP is defined in terms of Section 1 of the Local Government: Municipal Finance Management Act, 56 (Act 56 of 2003) (MFMA), and the format of the SDBIP is prescribed by MFMA Circular 13.

(b) Section 41(1)(e) of the Local Government: Municipal Systems Act, 32 (Act 32 of 2000) (MSA), prescribes that a process must be established of regular reporting to Council.

(c) This report is a requirement in terms of Section 52 of the MFMA which provides for:

- The Executive Mayor to submit to council within 30 days of the end of each quarter, a report on the implementation of the budget and financial state of affairs of the municipality;
- The Accounting Officer, while conducting the above, must take into account Section 71 Reports and performance in line with the Service Delivery and Budget Implementation Plans.

3. Background to the format and monitoring of the SDBIP

3.1 Format

(a) The Municipality's SDBIP consists of a Top Layer (TL) as well as a Departmental Plan for each individual Department.

(b) For purposes of reporting, the TL SDBIP is used to report to Council and the Community on the organisational performance of the Municipality.

(c) The TL SDBIP measures the achievement of performance indicators with regards to the provision of basic services as prescribed by Section 10 of the Local Government: Municipal Planning and Performance Regulations of 2001, National Key Performance Areas and Strategic Objectives as detailed in the Integrated Development Plan (IDP) of the Central Karoo District Municipality. The Top Layer SDBIP 2026/27 was approved by the Executive Mayor on 24 June 2026

(d) The Departmental SDBIP measures the achievement of performance indicators that have been determined with regard to operational service delivery within each department and have been aligned with the Top Layer SDBIP. The Departmental Plans have been approved by the Municipal Manager.

(e) The overall assessment of actual performance against targets set for the key performance indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

Colour	Category	Explanation
	KPI Not Yet Measured	KPI's with no targets or actual results for the selected period
	KPI Not Met	Actual vs. target less than 75%
	KPI Almost Met	Actual vs. target between 75% and 100%
	KPI Met	Actual vs. target 100% achieved
	KPI Well Met	Actual vs. target more than 100% and less than 150% achieved
	KPI Extremely Well Met	Actual vs. target more than 150% achieved

Table 1: Description of colour codes

(f) The Performance Management System is an internet-based system and it uses, as its basis, the approved SDBIP. The SDBIP is a layered plan comprising of Top Layer SDBIP and Departmental SDBIPs.

(g) Performance reports on the Top Layer SDBIP are submitted to the Council on a quarterly, half-yearly and annual basis.

(h) This non-financial part of the report is based on the Top Layer SDBIP 2026/2027 and comprises of the following:

- Summary of the overall performance of the Municipality in terms of the National Key Performance Areas of Local Government;
- Summary of the overall performance of the Municipality in terms of the seven (7) Strategic Objectives; and
- A detailed performance review per Strategic Objective.

3.2 Monitoring

(a) The Municipality utilises an electronic web-based system that is monthly updated with actual performance.

(b) The system closes every month between the 10th and the 15th day for updates of the previous month’s actual performance as a control measure to ensure that performance is updated and monitored on a monthly basis. No access is available to a month’s performance indicators after closure of the system. This is to ensure that the level of performance is consistent for a particular period in the various levels at which reporting takes place. Departments must motivate to the Municipal Manager should they require the system to be re-opened once the system is closed.

(c) The system provides management information in graphs and indicates actual performance against targets. The graphs provide a good indication of performance progress and where corrective action is required.

(d) The system requires key performance indicator owners to update performance comments for each actual result captured, which provides a clear indication of how the actual was calculated/reached and serves as part of the portfolio of evidence (POE) for auditing purposes.

(e) In terms of Section 46(1)(a)(iii) of the MSA the Municipality must reflect annually in the Annual Performance Report on measures taken to improve performance, in other words targets not achieved. The system utilised requires corrective actions to be captured for targets not achieved.

4. Actual performance for the first (1st) Quarter (01 July – 30 September 2026)

(a) The Top Layer SDBIP contains performance indicators per Strategic Objective and comments with corrective measures with regard to targets not achieved.

(b) Overall performance (dashboard) per National Key Performance Area and municipal Strategic Objectives is provided for in Section 5 of this report.

(c) A detailed analysis of actual performance for the first (1st) Quarter (01 July – 30 September 2026) of the 2026/2027 financial year is provided for in Section 6 of this report.

5. Overall performance of the Municipality

(a) Dashboard summary per National Key Performance Area (NKPA) for the period – 01 July – 30 September 2026

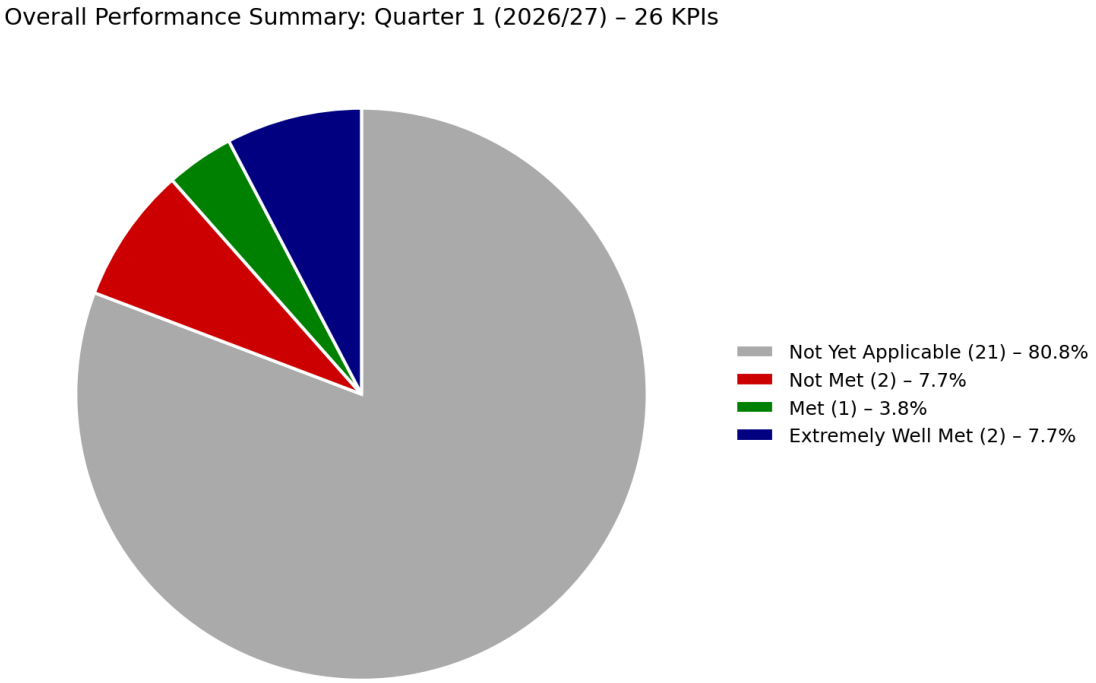


Figure 1: Overall performance summary – 26 KPIs

National KPA	Total KPIs	Not Yet Applicable	Not Met	Almost Met	Met	Well Met	Extremely Well Met
Good Governance and Public Participation	8	7	0	0	1	0	0
Local Economic Development	1	1	0	0	0	0	0
Capable Local Government Institutions	7	6	1	0	0	0	0
DDM One Plan Implementation	4	4	0	0	0	0	0
Financial Management	6	3	1	0	0	0	2
Total	**26**	**21**	**2**	**0**	**1**	**0**	**2**

Only National KPAs that had KPIs allocated in the quarter are shown.

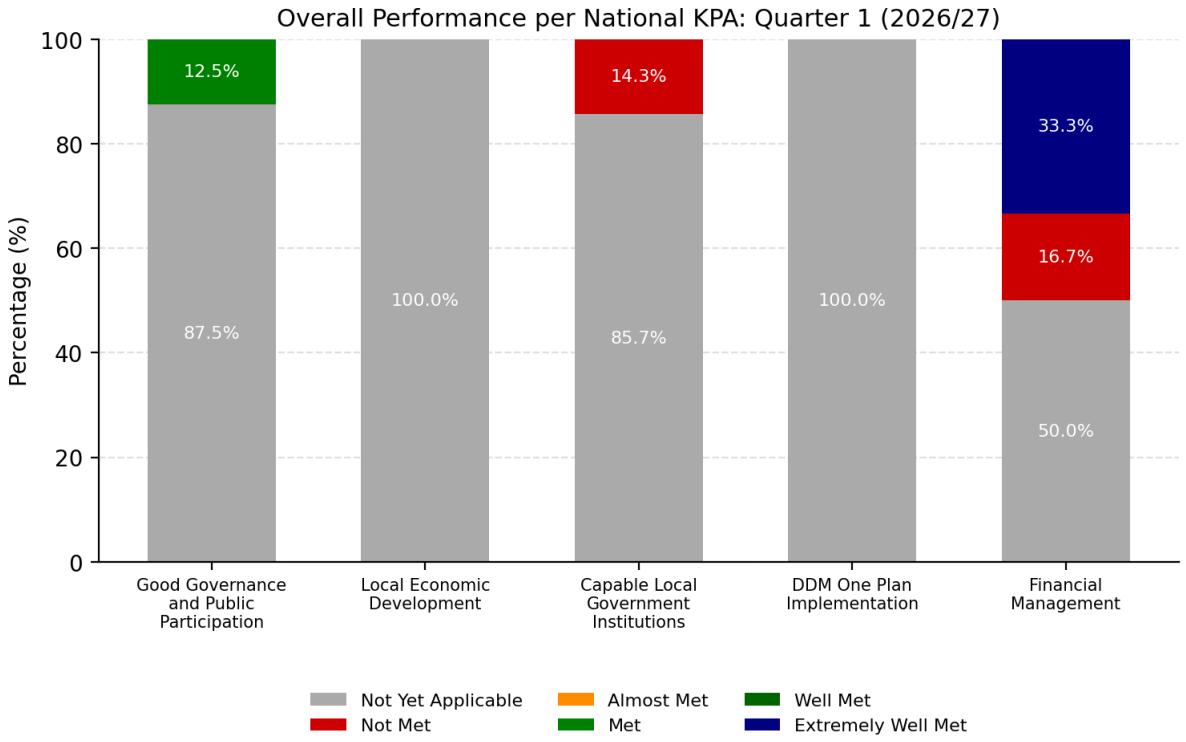


Figure 2: Overall performance on National KPAs

(b) Dashboard summary per Strategic Objective for the period – 01 July – 30 September 2026

Strategic Objective	Total KPIs	Not Yet Applicable	Not Met	Almost Met	Met	Well Met	Extremely Well Met
6.1 Build a well capacitated workforce, skilled youth and communities	7	6	1	0	0	0	0
6.2 Deliver a sound and effective administrative and financial service to achieve sustainability and viability in the region	8	5	1	0	0	0	2
6.3 Facilitate good governance principles and effective stakeholder participation	6	5	0	0	1	0	0
6.4 Improve and maintain district roads and promote safe roads transport	0	0	0	0	0	0	0
6.5 Promote regional, economic development, tourism and growth opportunities	1	1	0	0	0	0	0
6.6 Prevent and minimize the impact of possible disasters and improve public safety in the region	1	1	0	0	0	0	0

Strategic Objective	Total KPIs	Not Yet Applicable	Not Met	Almost Met	Met	Well Met	Extremely Well Met
6.7 Promote safe, healthy and socially stable communities through the provision of a sustainable environmental health service	3	3	0	0	0	0	0
Total	**26**	**21**	**2**	**0**	**1**	**0**	**2**

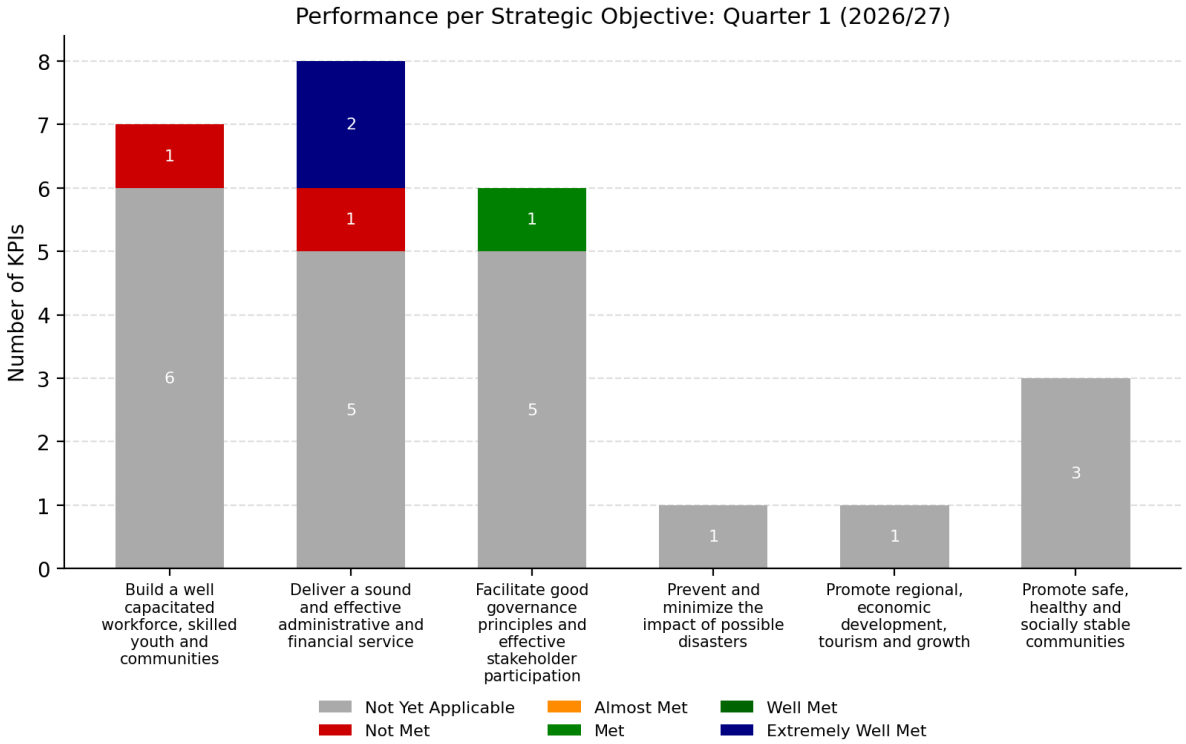


Figure 3: Overall performance per Strategic Objective

6. Actual Strategic performance and corrective measures that will be implemented

6.1 BUILD A WELL CAPACITATED WORKFORCE, SKILLED YOUTH AND COMMUNITIES

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL121	Conduct a Strategic Planning Session with newly elected Council by 31 March 2027	Strategic session conducted	0	0	
TL122	Review the organisational structure (Macro) and submit to Council for approval by 31 May 2027	Organisational structure reviewed and submitted to Council	0	0	

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL125	Spend 0.5% of the municipality's personnel budget on training by 30 June 2027 [(Total Actual Training Expenditure/ Total personnel Budget) x100]	% of the personnel budget spent on training	0%	0%	
TL126	Develop the Workplace Skills Plan (5 year plan) and submit to LGSETA by 30 April 2027	Workplace Skills Plan reviewed and submitted	0	0	
TL127	The number of people from the employment equity target groups employed (appointed) in the three highest levels of management in compliance with the municipality's approved Equity Plan as at 30 June 2027	Number of people employed	0	0	
TL128	Fill all budgeted vacant posts within 6 months from position becoming vacant in terms of Regulation 890 (MSR)	% of budgeted vacant posts filled within 6 months	100%	0%	NO CORRECTIVE MEASURE PROVIDED.
TL129	Conduct Councillor Training Session for newly elected Council by 28 February 2027	Councillor Training Sessions conducted	0	0	

SUMMARY OF RESULTS: BUILD A WELL CAPACITATED WORKFORCE, SKILLED YOUTH AND COMMUNITIES

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	6
R	KPI Not Met	0% <= Actual/Target <= 74.999%	1
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
	Total KPIs:		**7**

6.2 DELIVER A SOUND AND EFFECTIVE ADMINISTRATIVE AND FINANCIAL SERVICE TO ACHIEVE SUSTAINABILITY AND VIABILITY IN THE REGION

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL118	Spend 90% of the municipal capital budget by 30 June 2027 {(Actual amount spent /Total amount budgeted) X100}	% of capital budget spent	10%	21%	[D147] Municipal Manager: None (September 2026)
TL130	Review 19 budget related policies and submit to Council for approval by 31 May 2027	Number of policies reviewed and submitted to Council for approval	0	0	
TL131	Review and submit the MFMA delegation register to Council for approval by 31 May 2027	MFMA delegation registered reviewed and submitted to Council for approval	0	0	
TL132	Compile and submit the financial statements to the Auditor-General by 31 August 2026	Financial statements compiled and submitted to the Auditor-General	1	0	NO CORRECTIVE MEASURE PROVIDED.
TL133	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2027 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100]	% of debt coverage	0%	0%	

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL134	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2027 [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]	Cost coverage as at 30 June 2027	0	0	
TL135	Achieve a current ratio of 1:1 by 30 June 2027 (Current assets : Current liabilities)	Number of times the Municipality can pay back its short term-liabilities with its short-term assets by 30 June 2027	0	0	
TL143	Spend 95% of the grant funding by 30 June 2027 {(Actual amount spent /Total amount budgeted) X100}	% of budget spent	10%	15%	[D172] Director: Socio Economic Services: None (September 2026)

SUMMARY OF RESULTS: DELIVER A SOUND AND EFFECTIVE ADMINISTRATIVE AND FINANCIAL SERVICE TO ACHIEVE SUSTAINABILITY AND VIABILITY IN THE REGION

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	5
R	KPI Not Met	0% <= Actual/Target <= 74.999%	1
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	2
	Total KPIs:		**8**

6.3 FACILITATE GOOD GOVERNANCE PRINCIPLES AND EFFECTIVE STAKEHOLDER PARTICIPATION

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL119	Review the Risk Based Audit Plan (RBAP) and submit to the Audit Committee for approval by 30 June 2027	RBAP revised and submitted to the Audit Committee	0	0	
TL120	Complete 80% of the audits as per the RBAP by 30 June 2027 [(Audits completed for the year/audits planned for the year according to the RBAP) x100]	% audits completed	0%	0%	
TL123	Submit the draft Annual Report in Council by 31 January 2027	Draft Annual Report submitted in Council	0	0	
TL124	Review Corporate and HR policies and submit to Council for approval by 30 June 2027	Number of policies reviewed and submitted	0	0	
TL137	Develop the IDP and Budget Process Plan and submit to Council by 31 August 2026	IDP and Budget Process Plan submitted	1	1	[D166] Director: Socio Economic Services: None (September 2026)
TL138	Submit the final IDP to Council by 31 May 2027 for approval	Final IDP submitted for approval	0	0	

SUMMARY OF RESULTS: FACILITATE GOOD GOVERNANCE PRINCIPLES AND EFFECTIVE STAKEHOLDER PARTICIPATION

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	5
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	1
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
	Total KPIs:		**6**

6.4 IMPROVE AND MAINTAIN DISTRICT ROADS AND PROMOTE SAFE ROADS TRANSPORT

No KPIs were reported under this strategic objective for Quarter 1 of the 2026/2027 financial year.

SUMMARY OF RESULTS: IMPROVE AND MAINTAIN DISTRICT ROADS AND PROMOTE SAFE ROADS TRANSPORT

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
	Total KPIs:		**0**

6.5 PROMOTE REGIONAL, ECONOMIC DEVELOPMENT, TOURISM AND GROWTH OPPORTUNITIES

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL136	Create full time equivalent (FTE's) through expenditure with the EPWP job creation initiatives by 30 June 2027	Number of full time equivalent (FTE's) created	0	0	

SUMMARY OF RESULTS: PROMOTE REGIONAL, ECONOMIC DEVELOPMENT, TOURISM AND GROWTH OPPORTUNITIES

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	1
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
	Total KPIs:		**1**

6.6 PREVENT AND MINIMIZE THE IMPACT OF POSSIBLE DISASTERS AND IMPROVE PUBLIC SAFETY IN THE REGION

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL142	Review the Disaster Management Plan and submit to Council by 31 May 2027	Disaster Management Plan reviewed and submitted	0	0	

SUMMARY OF RESULTS: PREVENT AND MINIMIZE THE IMPACT OF POSSIBLE DISASTERS AND IMPROVE PUBLIC SAFETY IN THE REGION

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	1
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
	Total KPIs:		**1**

6.7 PROMOTE SAFE, HEALTHY AND SOCIALLY STABLE COMMUNITIES THROUGH THE PROVISION OF A SUSTAINABLE ENVIRONMENTAL HEALTH SERVICE

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL139	Compile and submit bi-annual Water Quality Evaluation Reports to the Beaufort West, Prince Albert & Laingsburg Water Service Authorities by 30 June 2027	Number of Water Quality Evaluation Reports submitted to Water Service Authorities	0	0	
TL140	Compile and submit annual Waste Management Evaluation Report to the Beaufort West, Prince Albert & Laingsburg municipalities by 30 June 2027	Number of Waste Management Evaluation Reports submitted to local municipalities	0	0	

REF	KPI NAME	DESCRIPTION OF UNIT OF MEASUREMENT	Q1 TARGET	Q1 ACTUAL	CORRECTIVE MEASURES
TL141	Compile and submit bi-annual Informal Settlement Evaluation Reports for KwaMandlenkosi, Merweville & Murraysburg to the Beaufort West Municipality & Prince Albert & Klaarstroom to the Prince Albert Municipality by 30 June 2027	Number of Informal Settlement Evaluation Reports submitted to local municipalities	0	0	

SUMMARY OF RESULTS: PROMOTE SAFE, HEALTHY AND SOCIALLY STABLE COMMUNITIES THROUGH THE PROVISION OF A SUSTAINABLE ENVIRONMENTAL HEALTH SERVICE

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	3
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
	Total KPIs:		**3**

7. CONCLUSION

OVERALL SUMMARY OF RESULTS:

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	21
R	KPI Not Met	0% <= Actual/Target <= 74.999%	2
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	1
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	2
	Total KPIs:		**26**

(a) During the first quarter of the 2026/2027 financial year (01 July – 30 September 2026), progress was measured against the 26 Key Performance Indicators (KPIs) outlined in the

Top Layer Service Delivery and Budget Implementation Plan (SDBIP). The performance results are summarised as follows:

- 21 KPIs were not yet applicable during this reporting period;
- 2 KPIs were not achieved;
- 0 KPIs were partially achieved;
- 1 KPI was achieved;
- 0 KPIs were classified as well achieved; and
- 2 KPIs were considered exceptionally achieved.

Only 5 of the 26 KPIs (19.2%) had targets in the quarter. Of these, 3 were met or exceeded (1 met and 2 extremely well met) and 2 were not met. The two KPIs that were not met are TL128 (fill all budgeted vacant posts within 6 months, Corporate Services; target 100%, actual 0%) and TL132 (compile and submit the financial statements to the Auditor-General by 31 August 2026, Financial Services; target 1, actual 0). No corrective measure has been captured on the performance system for either KPI, as set out in Section 8.

This summary reflects the status of implementation and performance tracking during the quarter and will inform ongoing monitoring and support interventions as the financial year progresses.

8. CORRECTIVE MEASURES PER DEPARTMENT

In terms of Section 46(1)(a)(iii) of the MSA, corrective measures must be captured for targets not achieved. The following KPIs were not met in Quarter 1:

CORPORATE & STRATEGIC SUPPORT SERVICES:

REF	KPI	CORRECTIVE MEASURE
TL128	Fill all budgeted vacant posts within 6 months from position becoming vacant in terms of Regulation 890 (MSR)	.

FINANCIAL SERVICES:

REF	KPI	CORRECTIVE MEASURE
TL132	Compile and submit the financial statements to the Auditor-General by 31 August 2026	

All KPIs with targets in the quarter for the Office of the Municipal Manager (TL118) and Socio-Economic Services (TL137 and TL143) were met or exceeded, and no corrective measures were required.