



LEPHALALE
MUNICIPALITY

Annual Performance Report 2020/21

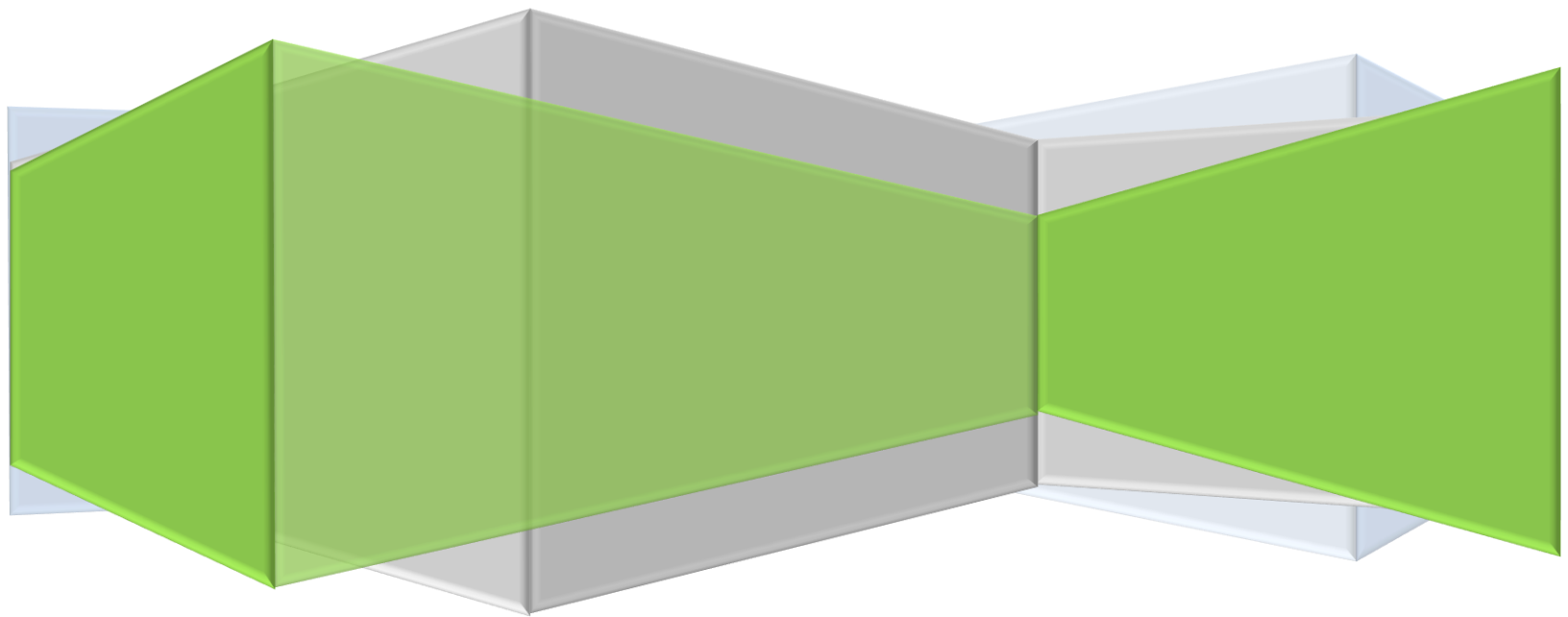


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Acronyms and abbreviations

IDP	Integrated Development Plan
SDBIP	Service Delivery and Budget Implementation Plan
KPA	Key Performance Area
MIG	Municipal Infrastructure Grant
MSIG	Municipal Service Infrastructure Grant
KPI	Key Performance Indicator
POE	Portfolio of Evidence
SLA	Service Level Agreement
VIP	Ventilated Improved Pit Latrine
LLM	Lephalale Local Municipality
YTD	Year To Date
AVG	Average
AG	Auditor General
i.t.o.	In Terms Of
SCM	Supply Chain Management
BSC	Bid Specification Committee
BAC	Bid Adjudication Committee
ID	Infrastructure Department
BTO	Budget and Treasury Office
DP	Development Planning Department
SS	Social Services Department
CSS	Corporate Support Services Department
SSS	Strategic Support Services Department
AC	Audit Committee

1. Mayor's Foreword

Let me preface this report by reminding all of us that Covid -19 is still causing havoc in our communities and workplaces. This week we were mourn the passing on of our executive strategic manager, Mr Makgamatha, our human resource officer. Pastor Kevin Montshiwa. We are just happy that our government is rolling out the vaccination programme in a speed that makes us all optimistic that we will ultimately defeat this pandemic. We also thank our government for deploying Limpopo Health MEC Dr Phophi Ramathuba and Minister of Energy, Honorable, Mr Gwede Mantashe to launch the vaccination of those who are 35 years and above here at Lephalale. This bears testimony that our municipality is one those hit hard by the Pandemic in this previous financial year, this challenge will be evident in the drop in performance of our business as local government. However, deploying minister of energy here gives us a hope that our government believes that Lephalale has the potential to become the energy hub of Africa. Growing a small town like Lephalale into a major city and ultimately energy hub takes a collective effort and major role-players in Lephalale are working collectively to achieve that vision. We are working hand in hand with several stakeholders to build a vibrant city situated at the heart of the Waterberg coalfield. This coalfield is estimated to contain between 40 and 50% of SA's remaining coal reserves. Conventional wisdom is that the future of SA coal mining depends on the development of this extensive deposit of coal surrounding the town of Lephalale. There is no doubt that Lephalale will soon be a forerunner in the mining sector and energy production.

The global shift towards the use of renewable energy may push communities to diversify our economy to manufacturing and food production. Hospitality business is also added to the basket where the fauna and flora within the declared biosphere is well conserved.

Agriculture as a pillar of economy in Limpopo has proven its sustainability in the last quarter of the financial year when the country was put under lockdown, thus identifying this sector as vital for Local Economic Growth.

It is against this background that the vision of the Lephalale Local Municipality shows our dedication to the improvement and empowerment of local communities through the many opportunities for economic growth afforded to it.

Vision

"A vibrant city and be the energy hub"

The Mission is:

"We are committed to Integrated Development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development and job creation"

In recent years we have seen several projects which indicate that we can be a mineral and energy hub.

We pride ourselves as the "Heartbeat of the bushveld" in the Waterberg district of Limpopo Province

2. Purpose

The purpose of this report is to give feedback regarding the non-financial performance and major Capital Projects of Lephalale Local Municipality for the 2020/21 Financial Year. The levels of service delivery to communities will be detailed in this report

This report is following section 46 of the Municipal Systems Act No 32 of 2003. The information contained within this report will be used to populate the Annual Report. Section 46 of the Municipal Systems Act requires reporting on the following in the Annual Performance Report:

- Performance of the Municipality and each external service provider
 - External Service Provider is defined in Section 1 of the Municipal Systems Act as: an external mechanism referred to in section 76 (b) which provides a municipal service on behalf of a municipality. The meaning of 'external service provider' is synonymous as Entity.
 -

Section 41(2) of MSA states: *The system applied by a municipality in compliance with subsection (1) (c) must be devised in such a way that it may serve as an early warning indicator of under-performance.*

Each institution needs to collect a wide range of performance information for management purposes, however not all information is relevant in accountability documents. The institution should specify in its planning documents a set of performance targets it will report against in its accountability documents.

The set of indicators selected for accountability reporting ought to provide a holistic view of the institution's performance.

In the case of concurrent functions, national departments need to identify a core set of indicators that need to be reported by provincial and local governments to ensure comparability.

This reported information enhances monitoring of government's service delivery Project progress on efficiency, effectiveness and economic viability

Performance information is only useful if it is consolidated and reported back into planning, budgeting, and implementation processes where it can be used for management decisions, particularly for taking corrective action.

This means getting the right information in the right format to the right people at the right time. Institutions need to find out what information the various users of performance information need, and develop formats and systems

Comparison of performance against set targets and performance in previous financial year

- Quarterly and Annual Performance against quarterly and annual targets as per the Adjustment Service Delivery and Budget Implementation Plan (SDBIP) is reported on. The Adjusted SDBIP contains the objectives and indicators as per the Municipal Integrated Development Plan (IDP) as well as General Key Performance Indicators as prescribed in terms of Section 43 of the Municipal Systems Act and Regulation 796 of 2001. The SDBIP for 2020/21 was developed to reflect *cumulative performance*, on number of indicators therefore the *status of indicators is also cumulative*, and reflection of the overall performance level achieved year to date.

- The format to calculate the variance between actual annual performance and annual targets are included for each Key Performance Indicator (KPI).
- The baseline information was adjusted during the mid-year adjustments to reflect the actual performances on indicators from the previous financial year and this information will be different to baseline information in the 1st and 2nd quarter as timelines does not allow municipality to use immediate previous financial year information because the SDBIP is approved 28days after approval of budget at the end of May which is in June before the Annual Performance Report is produced.
- The baseline (previous Financial Year) performances are included for each KPI to reflect progress made from the previous Financial Year to the reporting Financial Year.
- Draft Indicators, baseline and target placed in the IDP are from previous financial year and as results of adjustment the SDBIP and time frames for adoption of IDP in May of previous financial year, there will differences and non-alignment between IDP indicators and Adjusted SDBIP indicator.

Comparisons of performance against targets are highlighted in the form of colors based on scores which were calculated using Municipal Performance Regulations for Municipal Managers and Managers directly accountable Municipal Managers, Regulation 805 of 2006, adapted to comply with the Lephalale Local Municipality's performance management requirements. The scoring method utilized is in line with the assessment rating calculator prescribed by the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, Regulation 805 of 2006. An explanation is as per the table below:

Table 1

Colour code	Scoring	% Target achieved	
		Low	High
Rating	Score		
Unsatisfactory	1-1.99	0.0%	49.99%
Below target	2 -2.99	50%	69.9%
Achieved target	3 -3.99	70%	79.99%
Exceeded target	4 -4.99	80%	99.9%
Over exceeded target	5+	100.0%	+

Measures taken to improve performance.

- Corrective action is included for underperforming targets
- Section on improvement from challenges in previous financial year's Annual Report as per the Annual Performance Report from the previous financial year.
-

3. Components of the Report

The following components are reported on in this report:

- Overview of Municipal Performance
- SDBIP Non-financial performance indicators
- SDBIP Project Implementation
- General KPIs

- Performance of External Service Providers
- SDBIP Budget Statement Components
- Risks and Recommendations – addressing comments by the Auditor General on the previous Financial Year Annual Performance Report
- Progress on Annual Performance Report 2019-20
- Approval of this Report

4. Overall Municipal Performance / Executive Summary

During the Financial Year 2020/21, standard operating procedures and management resolutions as well as recommendations by the Audit committee were applied. Employee Performance Management Policy was adopted by Council to regulate municipal employee performance.

There are one hundred and thirty-seven (137) indicators in the adjusted 2020-21 higher level SDBIP, seven (7) indicators are not applicable because of departments doing well to avoid audit findings, internal audit findings and the fact that no department applied for by-law formulation by corporate support services.

The Overall SDBIP achievement is forty-nine (49) indicators achieved target as predetermined, seventeen (17) six (6) indicators over exceeded target, fifty-six (56) indicators had a below average performance and two (2) indicators performed unsatisfactory by standards set for good performance. The total performance is 2.6, which is a fair Performance for the institution as a whole; the institutional performance is at 2.8 for key performance indicators and 2, 1 for project implementation.

The institution is experiencing challenges on timeous implementation of capital projects, and it is slightly behind schedule on project implementation.

Most operational predetermined objectives are achieved as scheduled except for the few which the budget was insufficient and had to be moved to future dates.

A table of summary on indicator performance briefly in the fourth quarter.

	Total Indicators	Achieved Indicators	Indicators exceeded Target	Indicators Over exceeded Target	Indicators Below target	Indicators with Unsatisfactory Performance	Non-Applicable	Total Percentage
	137	49	17	6	56	2	7	57%

The institutional performance score is at 2,8 on Key Performance Indicators and 2.1 for project implementation, with the overall average scoring of 2,6 as per Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, Regulation 805 of 2006, adapted to comply with the Lephalale Local Municipality's performance management requirements.

Summary of SDBIP Votes and Indicator performance for the current Financial Year and the previous financial for a comparison

Table 2

Summary of SDBIP KPAs and Indicators 2020/21

Overall SDBIP	Total Number of KPIs	Indicator Performance 2020/21FY				
		Target Achieved	Target Not Achieved	Target Overachieved	N/A	%
SDBIP Departments (Votes)						
Office of the Municipal Manager	17 Indicators	6	5	5	1	68, %
Strategic Services	25 Indicators	13	11	1	0	56%
Corporate and Support Services	23 Indicators	8	9	5	1	59, %
Development Planning	11 Indicators	2	1	4	4	86%
Budget and Treasury	23 Indicators	12	8	3	0	65%
Social Services	18 Indicators	5	8	4	1	47, %
Infrastructure Services	20 Indicators	3	16	0	0	20, %
Total Indicators	137	49	58	23	7	57,2%
Infrastructure Services & other Municipal Projects	23 projects	9	12	0	2	43%

Summary of SDBIP KPAs and Indicators 2019/20

INDICATOR PERFORMANCE 2019/20 FY					
Overall SDBIP	Total Number of KPIs	Indicator Performance 2019/20 FY			
		Target Achieved	Target Not Achieved	Target Over Achieved	%
SDBIP Departments (Votes)					
Office of the Municipal Manager	11 Indicators	6	1	4	90%
Strategic Services	21 Indicators	13	5	3	76%

Corporate and Support Services	18 Indicators	10	7	1	61%
Development Planning	9 Indicators	3	3	3	66%
Budget and Treasury	18 Indicators	8	7	3	61%
Social Services	13 Indicators	5	7	1	46%
Infrastructure Services	15 Indicators	2	10	3	33%
Total Indicators	105	47	40	18	62%
Infrastructure Services Projects	14 projects	5	9	0	35%

The comparisons of key performance indicator scores on the two tables above depicts a 5% drop in performance from the previous financial year scores, and this could be attributed to impact of the pandemic on projects and other inherent challenges.

Project performance shows an improvement as compared to previous financial year as a result the increased number of projects reported.

Overall Municipal Performance as audited by Internal Audit

Overall SDBIP	Total Number of KPIs	Indicator Performance 2020/21FY for the 2020/21 Financial year.				
		Target Achieved	Target Not Achieved	Target Overachieved	N/A	%
SDBIP Departments (Votes)						
Office of the Municipal Manager	17 Indicators	6	5	5	1	68%
Strategic Services	25 Indicators	12	12	1	0	52%
Corporate and Support Services	23 Indicators	8	9	5	1	59%
Development Planning	11 Indicators	2	1	4	4	86%
Budget and Treasury	23 Indicators	12	8	3	0	65%
Social Services	18 Indicators	4	9	4	1	47%
Infrastructure Services	20 Indicators	3	16	1	0	20%
Total Indicators	137	47	60	23	7	56%
Infrastructure Services & other Municipal Projects	23 projects	9	12	0	2	43%

4. 1 Key Achievements and Challenges Summary

- Good governance and Public Participation.
- Audit Committee and Risk Committee functional and impacting positively to Management of the Municipality.
- MPAC is functional- Accountability and oversight.
- Constant Mayoral community engagement.
- IDP credible and process plan adopted and implemented.
- MiG spending at 100 %.

Municipal Challenges Summary

- Ageing assets/infrastructure
- Vandalism and theft – Municipal Assets
- Climate change (Drying boreholes)
- Water and electrical loss
- Growth (node 1 and node 2): land invasion in node one and unplanned extension in node 2 and now we are to react by diverting resources to provide for basic services.
- Vandalism and theft – Municipal assets
- Natural disasters e.g., Floods affected the area
- Mushrooming of Informal rental businesses
- Economic Migration leads to Influx of people to the area/ Informal settlement
- Illegal connections for services water and electricity.
- Shortage of bulk electricity supply in Marapong and Leseding
- Impact of COVID-19 impaction revenue collection and provision of services.
- Uncertainty of the local economy
- Total annual employee costs on average 216m against a budget of 550m (39%)-This is against the normal Treasury norms
- Lack of office space and record keeping space.
- Shortage of land- especially in Node 2 (Town, Onverwacht and Marapong)

- Land invasion – lack of land affecting the implementation of human settlements and spatial planning policies-
- Environmental pollution due Industrialisation
- Shortage of water to unlock development
- Completion of Medupi construction which led to increase of unemployment
- Community unrest/protests
- High prevalence rate of HIV/AIDS pandemic

4. 2 Framework for Managing Program performance information

Providing public access to government-held information

Providing public access to government-held information A wide range of information collected by government can help decision-making in the private sector, civil society and the public if placed in the public domain. Much of this information is already published by, for example, Stats SA, the Reserve Bank, and the National Treasury, reported information on KPA 2 in this report sourced data from this sectors and constitutional chapter 9 institutions.

Stats SA publications provided statistics disaggregated at municipal level based on the 2016 municipal boundaries. All indicators where CS 2016 data has been compared with Census 2011, data for the latter were aligned to the 2016 municipal boundaries. The publication profile's various themes, including population demographics, education, disability prevalence, parental survival status, access to basic services and how households rate services, food security, crime, and safety.

5. Detailed Performance per Department or Vote

5,1 Office of the Municipal Manager

Office of the Municipal Manager. The Municipal Manager is equally responsible for all the indicators in other Departments.

All performance Indicators directly linked to the Municipal Manager's office are applicable for the quarter.

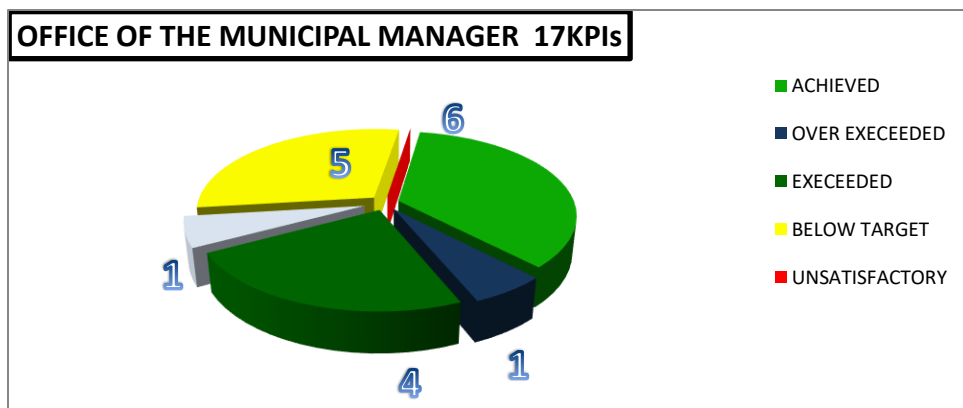
Office of Municipal Manager is responsible for the following units

- Risk Management Unit
- Internal Audit Unit
- Security Unit

Table 3

Indicators	Total number 17
Achieved Target	6
Exceeded Target	4
Over exceeded Target	1
Below Target	5
Unsatisfactory	0
Not Applicable	1

The Departmental performance is depicted on the below color coded pie chart:



The detailed performance of the Strategic Scorecard for Office of Municipal Manager is as follows

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Anti-corruption	M-24	Number of fraud and corruption cases referred for investigation YTD*	#	Leap - MRisk	0	0	0	0	0	0	0	0	0	No fraud and corruption cases referred for investigation YTD	None	None	0	0	0	OPEX	Investigation Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	M-0001	Number of fraud and corruption awareness conducted YTD*	#	Leap - MRisk	0	1	0	N/A	N/A	2	1	N/A	N/A	Fraud awareness was conducted on the 10th & 11th of March 2021	One planned campaign not done due pandemic restrictions	Apply virtual meetings for future campaigns where there are restriction.	2	1	2	OPEX	Invitation, Attendance register & Presentation
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M-0002	Number of Risk registers developed and monitored per quarter YTD	#	Leap - MRisk	6	5	7	5	7	5	5	5	6	Six Risk Registers were developed and monitored during Q4	Covid -19 is an emerging risk that is being monitored	None	5	6	5	OPEX	Risk registers (Strategic Operations, Fraud, Project, ICT, Covid)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M-0003	Number of Risk Committee Meeting facilitated and held per quarter YTD	#	Leap - MRisk	5	1	1	2	2	3	3	4	5	Risk Management Committee meeting was held on 20th April 2021 and on the 10th of June 2021	There was a Special meeting convened to approve the Risk Management Policies and Year Plan	None	4	5	4	OPEX	Invitation, Minutes & attendance register
KPA6: Good Governance and	M-	Number of Audit	#	Leap	6	1	1	2	3	3	5	4	8	3 Meetings were held in	Special Audit Committee	None	4	8	4	OPEX	Invitation, Minutes

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	648	committee meetings held YTD*		p - M I A										the 4th quarter. 2 of the meetings were special meetings	meetings led to the over a achievement					and Attendance register	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M - 004	Number of Audit committee Report served to Council YTD*	#	L e p - M I A	5	1	1	2	2	3	3	4	6	3 Reports were submitted to Council in the 4th quarter	Additional reports were because of Special Audit Committee meetings	None	4	6	4	OPEX	Audit Committee Report submit ted to Council
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M - 005	Number of AG Action Plan developed and monitored YTD	#	L e p - M I A	1	1	1	1	0	1	1	1	1	AG Action Plan was developed ed	None	None	1	1	1	OPEX	AG Action Plan
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M - 652	Number of audit reviews conducted per quarter YTD	#	L e p - M I A	2	1	1	1	3	1	1	1	2	2 Audits conducted; Audits are conducted in line with the approved plan	Audits are conducted in line with the approved IA Plan	We will investigate revising the KPI to align to the IA Plan in future	4	5	0	OPEX	Internal Audit Reports served to Audit Committee in the quarter
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\	M - 006	Number of internal audit Action Plan developed and monitored YTD	#	L e p - M I A	1	1	1	1	1	1	1	1	1	Plan was developed ed and is followed up	None	None	1	1	1	OPEX	Internal Audit Action Plan/Quer y Register served at Audit Committee during the

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Internal Audit																					quarter
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-651	Number of Unqualified Performance Opinion per annum YTD*	#	Leap - MIA	0	N/A	N/A	1	0	1	0	1	0	AOPO did not achieve an unqualified Audit opinion as planned	The use of Statistic SA numbers during reporting	Conduct Data verification in rural wards for numbers reported	1	0	1	OPEX	AG Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-650	Number of Unqualified Audit Opinion received from AG YTD	#	Leap - CFO	0	N/A	N/A	1	0	N/A	0	N/A	1	The Municipality received unqualified audit opinion	None	None	1	1	1	OPEX	Audit report
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Safety and Security	M-706	Number of safety and security forum meetings held per quarter YTD	#	Leap - MM sec	3	1	0	1	1	1	1	1	1	Only one Safety Forum Meeting were held in Qtr3, no meeting held in Qtr4	Covid 19 pandemic restrictions	Forum will commence once the restrictions are lifted	1	1	1	OPEX	Invitations, agenda, attendance register, minutes
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-26	Percentage of AG queries resolved.	%	Leap - MIA	96	N/A	N/A	15%	0%	50%	N/A	100%	23%	Only 23% of the AG findings were addressed	AG Audit was finalised around April 2021 and as a result the Municipality could only start with the Action Plan very late in the year.	We will continue to address the remaining audit findings	100%	23%	100%	OPEX	AG Action Plan.
KPA6: Good Governance and Public Participation\	M-27	Percentage of Internal audit findings resolved.	%	Leap -	0	25%	10%	50%	0%	75%	N/A	100%	N/A	There are no IA findings in the office of the MM	None	None	100%	N/A	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Auditor General				M I A																	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-28	Percentage of Performance and Audit Committees resolutions implemented per quarter.	%	Leap - M I A	0	100%	80%	100%	50%	100%	64%	100%	74%	74% of the resolutions were implemented	Positions of Executive Manager: Social Services and Corporate Services failed Security Clearance and must therefore be re-advertised	HR need to speed up the process of appointment	100%	74%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M-667	Percentage of risks resolved within timeframe as specified in the risk register YTD	%	Leap - M R i s k	0	25%	0%	50%	0%	75%	77%	100%	77%	31 out of 40 risks were addressed	Installation of security and safety measures not fully completed. Establishment of Anti-Corruption hotline not yet finalised.	all risks will be mitigated by end of December 2021	100%	77%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-691	Percentage of Implementation of council resolutions per quarter, YTD	%	Leap M A d m i n	0	100%	69%	100%	50%	100%	53%	100%	100%	21 out of 21 resolutions were implemented	None	None	100%	100%	100%	OPEX	Council Resolution Register

5.2 Strategic Support Services

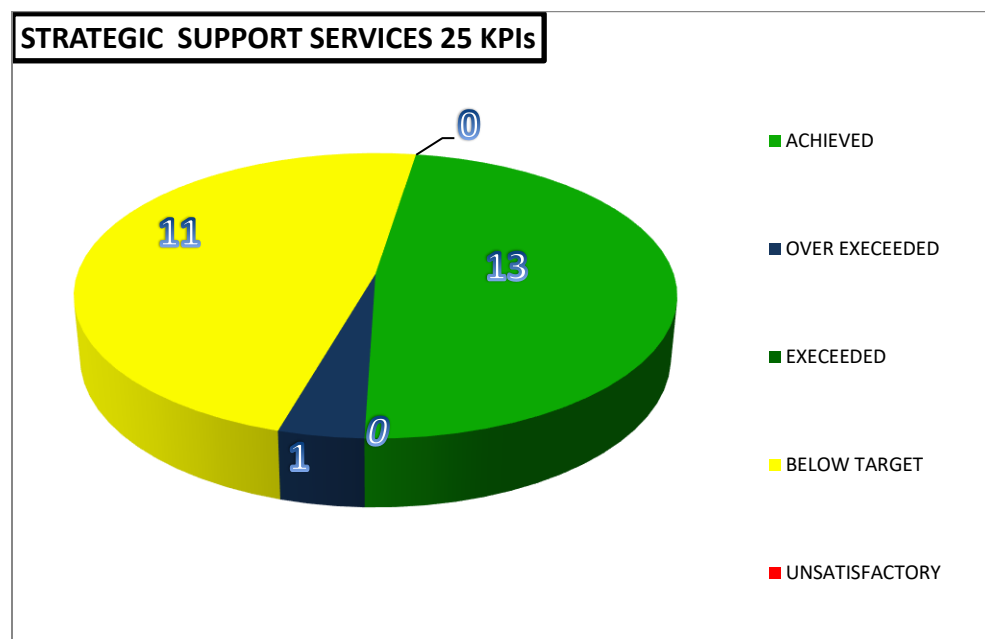
The Department comprises of the following Units:

- IDP
- PMS
- Public Participation
- Communication
- LED

Table 4

Indicators	Total number 25
Achieved Target	13
Exceeded Target	0
Over Exceeded Target	1
Below Target	11
Unsatisfactory	0
Not Applicable	0

The Departmental performance is depicted on the below color coded pie chart:



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M-322	Number of HIV/Aids campaigns held YTD*	#	Lepp-MPP	1	1	0	2	2	3	3	4	3	No campaign held in last quarter however three campaigns	Covid 19 pandemic and Restrictions deprived us of health official to hold campaigns	Move campaigns to media platforms in the future	4	3	5	89 000 (56 988)	Adverts/Notices/ Invitations Presentation s Attendance Registers
KPA6: Good Governance and Public Participation\ Capacitate disadvantaged groups\ Special Projects	M-641	Number of special programs awareness campaigns held YTD*	#	Lepp-MPP	4	3	4	6	6	9	9	12	11	Launching of sports council meeting held on the 30th of April 2021. Mayoral Initiative Skills Development Programme held on the 25th of May 2021. thus 2 programs done in 4 th quarter	Disability Forum meeting cancelled due to the lockdown Alert Level 4.	Move some of the Campaigns to virtual platforms	12	11	12	OPEX	Invitations, attendance registers, delivery receipts (Where applicable)
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Communication	M-335	Number of media releases published YTD*	#	Lepp-Com	21	5	5	10	11	15	15	20	19	Four press releases were done and shared with the media.	Activities are minimal due to covid-19.	Will only be able to have more activities as and when restrictions are lifted.	20	19	20	89 000 (56 988)	Copy of publication
KPA6: Good Governance and Public Participation\ Responsible,	M-654	Percentage of Legislated Publications published on Municipal	#	Lepp-M	92%	100%	100%	100%	100%	100%	100%	100%	100%	All the legislated publication were placed on the	None	None	100%	100%	100%	OPEX	A register/list/calendar of legislated publications

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
accountable, effective and efficient corporate governance\ Communication		website YTD		Com										website							Screenshots of the website published within the prescribed time Copies of published legislations/p ublications
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M 262	Number of IDP Rep forums meetings successfully held YTD*	#	Le p - M I D P	4	1	1	2	2	3	3	4	3	3 rep forums done in 2021	Final rep forum not done as road shows were scheduled on its planned dates.	Implementat ion of process plan without compromise s'	4	3	4	600000 (3 196 10 1)	Invitations Minutes Attendance Registers
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M 325	Number of IDP road shows successfully held YTD*	#	Le p - M I D P	1	N/A	N/A	N/A	N/A	N/A	N/A	3	3	Three road shows held	None	None	3	3	3	600000 (3 196 10 1)	Invitations Attendance Register Resolutions/ Minutes
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and	M 657	Percentage of IDP credibility rating by MEC in Financial Year YTD*	%	Le p - M I D	100%	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	IDP Credible	None	None	100%	100%	100%	OPEX	MECs credibility report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
efficient corporate governance\ Integrated Development Planning				P																	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Integrated Development Planning	M – 658	Final IDP approved by Council by end May YTD*	#	Le p – MIDP	1	N/A	N/A	N/A	N/A	N/A	N/A	1	1	IDP approved by Council	None	None	1	1	1	OPEX	Process Plan Copy of Council resolution Copy of approved IDP Proof that it was published within prescribed timeframe
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 06	Final Annual Report approved by Council by end of March YTD*	#	Le p – PMS	1	N/A	N/A	N/A	N/A	1	N/A	N/A	0	The Draft Annual Report was noted by council and the Report is distributed for public comments	Adoption of oversight moved to end of July 2021	Process of soliciting comments from public done and oversight to be tabled at the end July	1	0	1	OPEX	Council resolution, process plan, scheduled timelines
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M – 09	Draft Annual Reports tabled to Council by 31 st of January YTD*	#	Le p – PMS	1	N/A	N/A	N/A	N/A	1	1	N/A	1	The Draft Annual Report was noted by council at the end of March and the Report is distributed for public comments	None	None	1	1	1	OPEX	Council resolution, process plan, scheduled timelines

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-43	SDBIP signed by the mayor within 28 days after the approval of budget and the IDP YTD	#	Lepp - PMS	1	N/A	N/A	N/A	N/A	N/A	N/A	1	1	The SDBIP was signed by Mayor 22 June 2021	None	None	1	1	1	OPEX	Process plan Copy of Final SDBIP Proof that it was approved/signed within the prescribed time
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-48	Annual Performance Report submitted to auditor general by August 30th YTD	#	Lepp - PMS	1	1	1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	1	OPEX	Process plan Copy of AR Proof of submission to AG/Stakeholders Proof that it was published within prescribed time
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M-315	Number of quarterly performance assessments performed YTD*	#	Lepp - PMS	4	1	0	2	2	3	3	4	4	All Quarterly Performance assessments done	None	None	4	4	4	OPEX	Schedule for assessments Proof that Performance agreements were published in July on the website Assessment Reports
KPA6: Good Governance and Public	M-4	Number of Quarterly Performance	#	Lepp	4	1	1	2	2	3	3	4	4	Quarterly Performance Report	None	None	4	4	4	OPEX	Signed quarterly reports

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	0	Reports submitted to Audit Committee YTD*		PMS										Submitted to Audit Committed							submitted to Audit Committee
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Performance Management	M - 4 4	Number of Section 72 (mid-year performance reports) submitted to MM by 25th of January and to council by 31st January YTD*	#	Le p - PMS	1	N/A	N/A	N/A	N/A	1	1	N/A	N/A	Mid- year Performance submitted to council in January 2021	None	None	1	1	1		Council resolution, Mid-Year Report.
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Ward Committees	M - 2 0 8	Number of ward committees that are functional and having meetings at least once per quarter and submit reports of such meetings YTD	#		13	13	13	13	13	13	13	13	13	All ward committees are functional	None	None	13	13	13	OPEX	Minutes of the meetings held, attendance register, schedule of meetings
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and	M - 6 8 8	Number of jobs created through municipal LED initiatives and capital projects	#	Le p - MLE	1658	200	18	400	18	640	57	840	75	10 jobs created through Amawakawa ka projects, 3 through bloc and 5 through LLM	Few municipal projects didn't materialize and as result jobs were not created as envisaged	LED together with PMU to make sure that projects continue to completion and sustain employment	840	75	1000	MIG 41 181 85 0 (41 181 8 50) LLM-FDS 22 410 000	List of beneficiaries Contracts/ID Numbers

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
prosper\ Job Creation		(from municipal budget) YTD*		D										EPWP							
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Job Creation	M – 5 1	Number of jobs created through strategic partners (energy generation, new mines and other business proposals) YTD*	#	M L E D	1220	300	72	450	132	650	956	850	1397	441 job opportunities created through Kaefer project	Unplanned outages at Medupi power station. This increases the levels of employment.	none	850	1397	1000	0	Numbers as reported from employing companies List of beneficiaries Contracts/ID Numbers
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 5	Number of Public Private Partnerships established YTD*	#	L e p - M L E D	0	1	0	N/A	1	2	1	N/A	1	One SLA signed with Exxaro about the new roles of Municipal LED	LED Strategies outdated and made it difficult for agreements to be completed on time.	Develop a new updated LED strategy for LLM	2	1	2	OPEX	MOU/ Minutes
KPA4: Local Economic Development\ Create a conducive environment for businesses to invest and prosper\ Marketing and Branding	M – 6 9 6	Number of meetings held with strategic partners YTD*	#	L e p - M L E D	14	N/A	N/A	1	3	N/A	N/A	2	4	Meeting held with Road Span / Romh/ Sanral in the fourth quarter	Overachievement is caused by unplanned special meetings for the department. With local businesses	Revive the local development forum for business and local government	2	4	8	OPEX	Invitations Minutes Agenda & Attendance registers
KPA6: Good Governance and Public Participation\ Responsible,	M – 2 6	Percentage of AG queries resolved.	%	L e p - M	83%	N/A	N/A	15%	0%	50%	N/A	100%	60%	3/5 AOPO findings Addressed	AG report was issued in April which gave the municipality only 2 months	Strategic Services will continue to Address the remaining	100%	60%	100%	OPEX	AG action Plan. Audit Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
accountable, effective and efficient corporate governance\ Auditor General				IA											address the issues and therefore the Municipality did not have enough time and adequate resources to address all the findings	finding until resolved					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-27	Percentage of Internal audit findings resolved.	%	LeplA	0	25%	66%	50%	0%	75%	46,5%	100%	38%	5 out 13 internal Findings resolved	No ample time to review reported information	Create additional time for reviews	100%	38%	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-28	Percentage of Audit and performance Committee's resolutions implemented .	%	LeplA	0	100%	83%	100%	25%	100%	73%	100%	84%	Not all Audit Committee resolution are implemented	Non implementation of resolution is due late submissions by departments	Continuous engagement with Department for implementation process plan	100%	84%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\	M-667	Percentage of risks resolved within timeframe as specified in the risk register YTD	%	LeplMRisk	0	25%	0%	50%	30%	75%	N/A	100%	50%	3 out 6 risks resolved	Time taken to complete mitigating the risks	mitigation of risks ongoing	100%	50%	100%	OPEX	Risk register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actuals	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Risk Management																					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-691	Percentage of Implementation of council resolutions per quarter	%	Le p M A d m i n	0	100%	100%	100%	100%	100%	100%	100%	100%	All Resolution Implemented	None	None	100%	100%	100%	OPEX	Council Resolution Register

5.3 Corporate Support Services

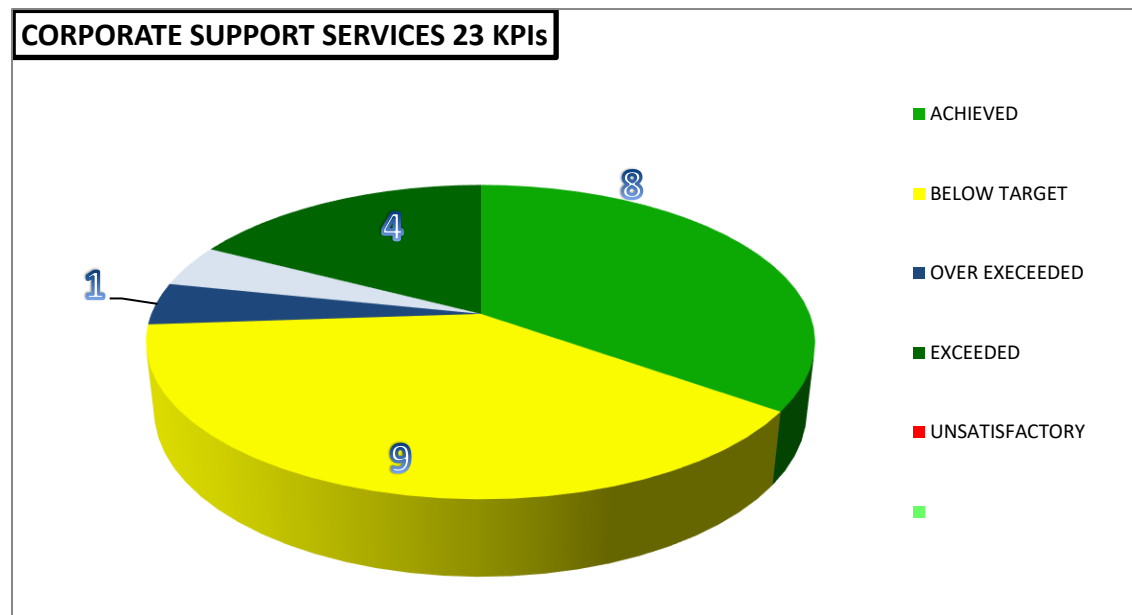
The department comprises of the following Units:

- Administration and Secretariats
- Human Resources
- Legal Services
- ICT Services

Table 4

Indicators	Total number 23
Achieve Target	8
Exceeded Target	4
Over exceeded Target	1
Below Target	9
Unsatisfactory	0
Not Applicable	1

The Departmental performance is depicted on the below color coded pie chart:



The first bylaw is deferred to next financial year. The second Bylaw which was due for review has been cancelled for review by the end user department.

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actua l	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendit ure)	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Human Resource Management	M 4 04	Number of people from employment equity groups employed in the three highest levels of management YTD*	#	L e p - M H R	30	26	26	27	31	28	31	28	29	Out of 34 positions 29 are filled and only 5 are vacant.	The Municipality was able to retain a majority of employee in the 3 highest positions.	None	28	29	28	OPEX	Appointme nt letter, org structure, advert, council resolution (sec,57
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	M 6 72	Percentage of Employee Satisfaction rating YTD	%	L e p - M H R	53%	N/A	N/A	N/A	N/A	N/A	N/A	55%	54%	Target not Achieved	Employees do not see the need to participate in the survey From 433 employees survey were only 154 employees participated	Conduct awareness on the importance of surveys to employees.	55%	54%	55%	OPEX	Questionna ire, calculated scores, participatio n list, rating report
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Labour Relations and EAP	M 6 73	Nu Number of EAP policies Developed/ Reviewed and approved by Council YTD	#	L e p - M H R	4	N/A	N/A	N/A	N/A	N/A	N/A	4	0	4 EAP policies were due for review and approval by Council and none of them were approved	Process of approval of policies is long because of the back and forth between Management and Union.	The 4 policies will be submitted to Council for approval in July 2021	4	0	4	OPEX	Approved policy document. Council resolution
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ 	M 6 78	Number of LLF meetings held YTD*	#	L e p - M H R	4	3	3	5	5	5	9	6	12	There were 3 special meetings and 1 Ordinary meeting held in fourth quarter	Meetings were increased by changes in Covid 19 regulations and changes on alert levels where meetings were	None	6	12	6	OPEX	Invite, attendance register, minutes, year schedule, resolution register

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actua l	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendit ure)	Portfolio of evidence
Labour Relations and EAP															held to discuss the changes.						
KPA5: Transformation and Organisational Development\ Improve functionality, performance and professionalism\ Occupational health and Safety	M 6 80	Number of OHS audits conducted quarterly YTD	#	L e p - M H R	1	N/A	N/A	N/A	N/A	N/A	N/A	1	1	OHS audits conducted in all satellite offices and main office.	None	None	1	1	1	OPEX	Quarterly audit reports (observatio n sheets and contractors inspection checklists) signed off by EMCSSS,
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	M 2 12	Percentage of total municipality' s budget spent on implementin g its workplace skills plan YTD*	%	L e p - M H R	0,84%	N/A	N/A	0.50 %	0,34 %	0.75 %	0.35 %	1%	0, 59%	0.59% Achieved From the budget of R1 403 442.00 we spend R820 820.16	Because of Covid-19 restrictions, there were fewer contact courses attended and arranged.	To take advantage of online courses and register students for online learning.	1%	0, 59%	1%	1 403 442 (769 823)	Quarterly training register, budget statement Approved WSP training Register Budget Statement Expenditur e Report
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	M 1 8	Percentage of municipal new personnel appointed and enrolled to meet the financial minimum competency requirements YTD*	#	L e p - M H R	83%	100 %	100%	100%	100%	100%	100%	100%	100%	For this quarter there were no employees appointed however all employees who require MFMP have been registered for MFMP	None	None	100%	100%	100%	OPEX	MFMP proof of enrolment

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actua l	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendit ure)	Portfolio of evidence
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	M-19	Number of municipal personnel with technical skills/ capacity (engineering technicians and technicians) YTD*	#	L e p - M H R	15	15	16	15	16	15	16	15	15	Out of 16 positions 15 are filled and 1 is vacant	None	None	15	15	15	OPEX	Org structure indicating vacant and filled positions
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	M-0032	Percentage of vacancy rate YTD	%	L e p - M H R	10%	N/A	8%	8%	10%	7%	11%	6%	13%	Out of 497 positions .433 are filled and 64 are vacant.	For the financial year 2020/2021 only service delivery positions were prioritized for filling hence the high vacancy rate	Draft schedule of all vacant position and fill them within 12 months for the coming financial year	6%	13%	5%	OPEX	Adverts, appointme nt letters, updated organisatio nal structure Organogra m Recruitmen t Plan Adverts Appointme nt letters Calculation Summary of the vacancy Rate percentage
KPA5: Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and	M-21	Percentage of municipal personnel budget spent YTD*	%	L e p - M H R	91%	23%	6%	46%	40%	72%	69%	97%	97.7%	Out of R141 822 1 92 budgetedR 138 661 038 is spent	None	None	97%	97.7%	98%	14182219 2 (1386610 38)	Report from BTO Percentage of municipal personnel budget spent (signed off by BTO

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actua l	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendit ure)	Portfolio of evidence
Development																				and EMCSSS)	
Transformation and Organisational Development\ Improve functionality, performance, and professionalism\ Training and Development	M-H R1	Percentage of newly appointed managers who have gone through the competency assessment YTD*	%	L e p - M H R	100%	100%	100%	100%	100%	100%	100%	100%	100%	Before any senior Manager is appointed, they go for competenc y assessmen t, but for this quarter there is no new appointme nts.	None	None	100%	100%	100%	OPEX	Appointme nt letter, competenc y results
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ By-laws	M_6 53	Number of by-laws Drafted/or reviewed, taken for public participation concluded and Adopted by Council YTD*	#	L e p - M L e g a l	0	N/A	N/A	N/A	N/A	N/A	N/A	1	N/A	No request for review/draft ing was requested	No request for review/drafting was requested	Review indicator during Planning	1	N/A	0	OPEX	Council resolution, copy of the By-law, advert
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Legal Services	M_1 36	Percentage of Service Level Agreements (SLAs) drafted/or reviewed within 7 working days of receipt of notice of appointment from Municipal Manager YTD*	%	L e p - M L e g a l	100%	90%	100%	90%	100%	90%	100%	90%	100%	All requests for review/draft ing of by-laws were concluded within seven days	The indicator was under targeted for the financial year 2020/2021	The indicator has been rectified in the 2021/22 SDBIP to change the target to 100 %	90%	100%	100%	OPEX	Contract register, Register indicating the date of appointme nt letter receipt to date of SLA completion Copies of Signed SLAs

Hierarchy (KPA/ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actua l	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendit ure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Legal Services	M 6 53 A	Number of By-laws Gazette by end of Financial Year. YTD	#	L e p - M L e g a l	0	N/A	N/A	N/A	N/A	N/A	N/A	1	0	Cemetery by-laws were reviewed and adopted by Council, but they are however still not gazetted	By-laws are still in COGHSTA for vetting	A follow up email will be written to the responsible official in COGHSTA to Fastrack the vetting process and the by-laws will be gazetted in 21/22	1	0	1	OPEX	Copy of a gazetted by-law
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Governance and Administration	M 6 55	Number of Council meetings held YTD*	#	L e p - M A d m i n	16	1	3	2	6	5	8	8	11	3 Council meetings held, 2 Ordinary meetings held on 27 May 2021 and 29 April 2021 and 30 June 2021	The meeting of 30 June was not planned but due to compliance issues, the meeting was scheduled and attended.	None	8	11	4	OPEX	Invitations. Attendance register, Meeting Schedule/ Calendar Invitations Minutes/Re solution Register Attendance register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M 1 35	Number of ICT related policies and plans Developed/ Reviewed and adopted by Council YTD*	#	L e p - M I T	13	N/A	N/A	N/A	N/A	13	13	13	13	The Item served in Council in on the 29th of April 2021	None	None	13	13	13	OPEX	Council resolution
KPA6: Good Governance and Public Participation\ Responsible, accountable,	M - 0 3 4	Number of ICT Steering committee meetings held YTD	#	L e p - M I	3	1	1	2	2	3	3	4	4	1 Meeting held on 21 June 2021	None	None	4	4	4	OPEX	Invitations, minutes, attendance registers, resolution register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
effective and efficient corporate governance\ IT and Support				T																	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M23	Percentage of complaints received on the electronic system and successfully attended to by customer care unit YTD*	%	Le p - M a d - m i n	100%	80%	100%	80%	100%	85%	100%	85%	100%	All complains received are attended.	complains are resolved as and when they are received	None	85%	100%	100%	OPEX	System generated quarterly Report signed off by EMCSSS
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M26	Percentage of AG queries resolved.	%	Le p - M I A	83%	N/A	N/A	15%	0%	50%	N/A	100%	75%	3 out 4 finding resolved	One finding relating to disaster recovery site is still not resolved due to Time taken to migrate data to a backup server	Work overtime to complete the process for Data migration	100%	75%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M27	Percentage of Internal audit findings resolved.	%	Le p - M I A	0	25%	36%	50%	0%	75%	63.16	100%	65%	13 out 20 Internal Audit findings resolved	1 Approval of the overtime policy was delayed. 2 Migration of data from the back up servers to cloud took more time. 3 Job evaluation not yet finalised.	1 Overtime policy was approved on 30 June 2. Work overtime to complete the process for Data migration 3. Job evaluation processes depends on the district d and is beyond our control.	100%	65%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M_28	Percentage of Audit and performance Committees resolutions implemented	%	Le p - M I A	0	100%	77%	100%	50%	100%	75%	100%	86%	6 out 7 resolutions implemented	Departments submits their disclosure forms late	Follow ups emails will be sent to respective directorates	100%	86%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M_67	Percentage of risks resolved within timeframe as specified in the risk register YTD	%	Le p - M R i s k O f f i c e r	0	25%	36%	50%	20%	75%	20%	100%	33%	5 out of 15 risks were fully mitigated year to date. The remaining 10 Risks are partially addressed.	Majority of the risks are partially addressed and are ongoing.	Fastrack the acquisition of laptop and establishment of the DRS and Conduct all the awareness.	100%	33%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M_91	Percentage of Implementation of council resolutions per quarter	%	Le p M A d m i n	0	100%	100%	100%	100%	100%	100%	100%	100%	All resolutions are implemented	N/A	N/A	100%	100%	100%	OPEX	Council Resolution Register

5.4 Development Planning

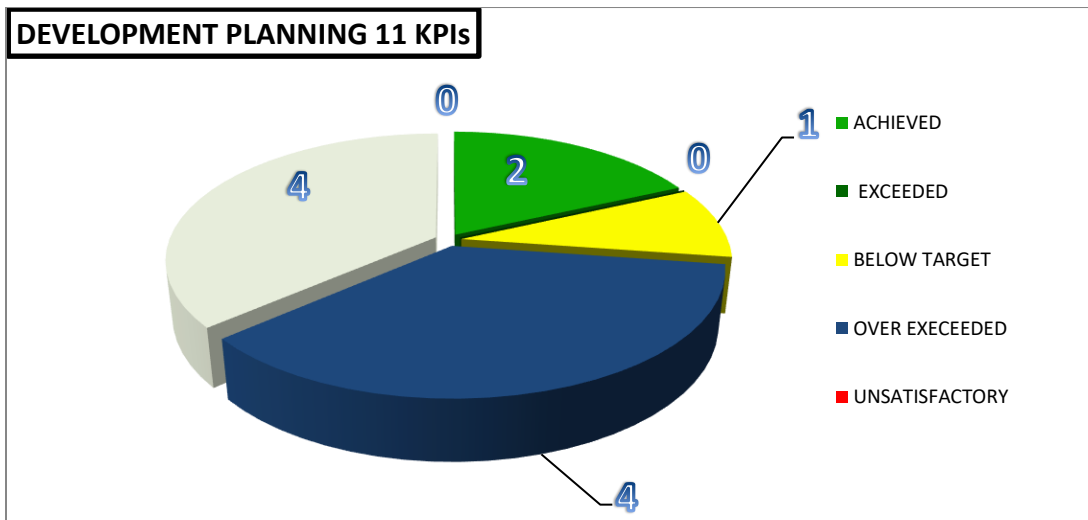
The department comprises of the following units:

- Building Control
- Land Use Management
- Human Settlements

Table 6

Indicators	Total number 11
Achieved Target	2
Exceeded	0
Over exceeded Target	4
Below Target	1
Unsatisfactory	0
Not Applicable	4

The Departmental performance is depicted on the below color coded pie chart:



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actual	Qtr. 2 Targ et	Actual	Qtr. 3 Targ et	Actual	Qtr. 4 Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surges	M – 1 8 6	Percentage of enquiries attended monthly, YTD.	#	M H S	100%	100%	100%	100%	100%	100%	100%	100%	100%	All the 285 enquires were attended in the financial Year	none	none	100%	100%	100%	OPEX	Query register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M – 1 1 4	Average turnaround time of building contraventions detected and attended to, within 10 working days, YTD. *	#	M B C	4 working days	10 working days	1 day	10 working days	1,5 working day	10 working days	1 day	10 working days	1.3 days	51 notices were issued upon detection (April - June 2021)	Joint inspection by all building inspectors was conducted.	none	10 working days	1.45 working days	5 working days	OPEX	A register indicated when contraventions were detected, notices were issued and attended to
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Building Plans Administration and Inspectorate	M – 7 5 9	Average turnaround time for assessment of building plans within 30 working days YTD	#	M B C	27 working days	30 working days	17 working days	30 working days	27,6 working days	30 working days	19,47 days	30 working days	37 working days	16 building plans were received and assessed in the last quarter	Unavailability of plan assessors.	Manager BC to overrule where the plan assessors are not available for two weeks.	30 working days	25.11 working days	30 working days	OPEX	A register indicating the date in which Building plans were received to assessment conclusion
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and	M – 7 6 0	Average turnaround time (weeks) for assessment and	#	M L U	10 weeks	14 weeks	Seven (7) weeks (6,8 weeks)	Fourteen (14) weeks	8,3 weeks	16 weeks	13,35 weeks	16 weeks	11 weeks	20 applications were assessed and concluded	Satisfactory compliance with the prescribed general application procedure by	None	16 weeks	11 weeks	16weeks	OPEX	Assessment Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actual	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/2 2	Annual budget (Annual Expendi ture)	Portfolio of evidence
provide adequate land for development\ Land use		finalization of land use and development applications from the date of receipt as delegated to the Executive Manager	s											during Q4	the applicants						
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 5 5	Average turnaround time (weeks) for assessment and finalization of land use and development applications from date of receipt as delegated to the Municipal Planning Tribunal	# w e e k s	M L U	0 weeks	16 week s	0	16 week s	0	26 week s	NON E	26 week s	0	No application was pursuing for Municipal Planning Tribunal's attention	None	None	26 weeks	0 weeks	16 weeks	OPEX	Assessme nt Register Tribunal Meeting Minutes
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M – 7 6 1	Average turnaround time of land use contravention s detected and attended to within 30 working days.	# w e e k s	M L U	2,3 working days,	10 worki ng days,	2,5 worki ng days	10 worki ng days,	1 working day	10 worki ng days,	2DAY S	10 worki ng days,	3,5 working days	4 notices issued within average of 3,5 days	Notices are issued as and when they are detected, and contraveners accept the charges without delays.	The target is reviewed to be realistic with times for issuing notices.	10 working days,	2,2 working days	5 working days	OPEX	Notices issued A register of recording all land contravention s date of detection/r eported to date of notice issued
KPA6: Good Governance and Public Participation\	M – 2 6	Percentage of AG queries resolved.	%	L e p	83%	N/A	N/A	15%	0%	50%	None	100%	No AG findings for Develop	None	None	N/A	100%	100%	100%	OPEX	AG action Plan. Audit Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Auditor General				MIA									ment Plannin g								
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-27	Percentage of Internal audit findings resolved.	%	Le p - MIA	0	25%	0%	50%	0%	75%	100%	100%	No Internal Audit findings for Develop ment Plannin g	N/A	N/A	N/A	100%	100%	100%	OPEX	Internal Audit Queries register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-28	Percentage of Audit and performance Committee's resolutions implemented.	%	Le p - MIA	0	100%	100%	100%	0%	100%	N/A	100%	No Audit Committ ee resolutio ns for Develop ment Plannin g	N/A	N/A	N/A	100%	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M-667	Percentage of risks resolved within timeframe as specified in the risk register YTD	%	Le p - M R i s k	0	25%	0%	50%	0%	75%	16%	100%	20%	Out 5 risks only 1 is completely mitigated and thus resolved	The lack of municipal land for settlement development impact on the department mitigating the remaining risks and non-compliance to land use & building regulations	Municipality identified land for purchasing and has budgeted to Purchase the land. Contraventi on Notices issued daily to defaulters	100%	20%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\	M-69	Percentage of Implementation of council	%	Le p	0	100%	100%	100%	71%	100%	23%	100%	100%	All the 23 council resolutions are	None	None	100%	100%	100%	OPEX	Council Resolution Register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	I D	INDICATOR	U O M	U p d a t e r	Baseline 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actual	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendi ture)	Portfolio of evidence
Responsible, accountable, effective and efficient corporate governance\ Audit Committee	1	resolutions per quarter		M A d m i n										implemented from Development Planning							

5.5 Budget and Treasury

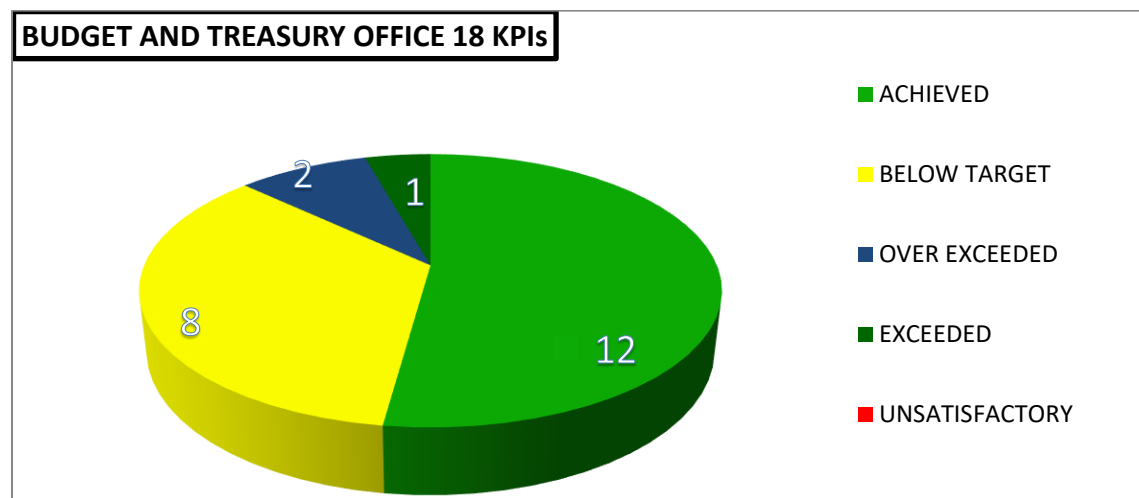
The Department comprises of the following units:

- Budget and Reporting
- Expenditure
- Income
- Supply Chain Management

Table 7

Indicators	Total number 23
Achieved Target	12
Exceeded Target	1
Over exceeded Target	2
Below Target	8
Unsatisfactory	0
Not Applicable	

The Departmental performance is depicted on the below color coded pie chart:



Hierarchy (K+A1:W16PA)\ STRATEGIC OBJECTIVE \ Program)	ID	u p d a t e r	INDICATOR	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actual	Qtr4. Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditu re)	Portfolio of evidence
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M – 17	L e p - M B & R	Number of Asset Verification conducted YTD	1	N/A	N/A	N/A	N/A	N/A	N/A	1	1	None	None	None	1	1	1	3229306 (2676607)	SLA of Appointed Service Provider
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Asset Management	M – 630	L e p - M B & R	Percentage Liquidity ratio (R-value current assets / R-value current liabilities as percentage) YTD	247%	200 %	599 %	200 %	359 %	200 %	426%	200%	559%	Current Assets 443 572 322/Current Liabilities 79 291 885	Majority of creditors are paid on time, and we have a lower debt ratio	None	200%	559%	200%	OPEX	Financial report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 25	L e p - M B & R	Number of quarterly financial reports submitted to Council YTD*	4	1	1	2	2	3	3	4	4	4 Quarterly Report submitted to council	NONE	None	4	4	4	OPEX	Financial report, Quarterly reports to Council Council resolution
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 756	L e p - M B & R	Number of Interim financial statements prepared and submitted to Audit Committee YTD	1	N/A	N/A	1	0	N/A	N/A	1	0	The interim FS were not done.	The audit Process for 20219/20 was only finalised in April 2021 instead of 30 Nov 2020 in line with legislated time frames, as a result we could not prepare the interim FS.	Timeous preparation of the interim financials' despite of the delays in the audit process. Process plan to be developed and implemented for the interim financials.	1	0	1	OPEX	Interim Financial Statements

Hierarchy (K+A1:W16PA)\ STRATEGIC OBJECTIVE \ Program)	ID	Indicator	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr4. Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence	
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 281	Lepp-MB & R	Number of Annual Financial Statements submitted to the Auditor General on time (by end August) YTD	1	1	0	1	1	N/A	N/A	N/A	1	The AFS were submitted on time in line with the revised AG timelines	None	None	1	1	1	OPEX	Set of Financial Statements (AFS)', Proof of submission
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Budget and Reporting	M – 397	Lepp-MB & R	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure) YTD	267%	200%	253%	200%	454%	200%	419%	200%	210%	Total Cash R78 002 720/Fixed Monthly Expenses R37 095 000	Underspending on Capital Projects which lead to high cash Balance	Acceleration of Projects to fast-track Capex Expenditure	200%	210%	200%	OPEX	Financial Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M – 11	Lepp-Mopp	Percentage of municipal Financial Management Grant spent YTD*	100%	20%	8%	50%	51%	75%	81%	100%	100%	Expenditure on target and within budget.	None	None	100%	100%	100%	OPEX	Creditors register Expenditure Report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Expenditure Management	M – 205	Lepp-MExp	Percentage Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest +	2249%	200%	490%	200%	1092%	200%	1563%	200%	2632%	Debt coverage higher than expected due to low borrowings	Municipality is not highly indebted	None	200%	2632%	200%	OPEX	Financial Report

Hierarchy (K+A1:W16PA) STRATEGIC OBJECTIVE \ Program)	I D	u p d a t e r	INDICATOR	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actual	Qtr4. Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditu re)	Portfolio of evidence
			redemption) due within financial year) YTD																	
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management(Suppl y Chain management	M - s c m 1	L e p - M S C M	Number of tender reports submitted to council per quarter YTD	4	1	1	2	2	3	3	4	4	4 Quarterly submissions done	None	None	4	4	4	OPEX	Tender reports
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management(Suppl y Chain management	M - s c m 2	L e p - M S C M	Number of Deviation reports submitted to council per quarter YTD	4	1	1	2	2	3	3	4	4	4 Quarterly submissions done for the year.	None	None	4	4	4	OPEX	Deviation report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management(Suppl y Chain management	M - s c m 3	L e p - M S C M	Number of stock count done per annum	1	N/A	N/A	N/A	N/A	N/A	N/A	1	1	Stock count was done at the end of June 2021.	NONE	NONE	1	1	1	OPEX	Stock taking report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M - 3 3	L e p - M R e v	Percentage debt collected YTD	83%	90%	73%	95%	84%	95%	84%	95%	81%	The municipality collected an average of 81% of revenue billed from July 2020 to June 2021	The collection is lower than the prescribed NT rate because of among others loss of jobs due to Covid-19	The Municipality is disconnectin g electricity monthly and allows consumers to make arrangement and pay 20% down	95%	81%	95%	OPEX	Revenue collection report

Hierarchy (K+A1:W16PA)\ STRATEGIC OBJECTIVE \ Program)	ID	Indicator	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr4. Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
														payment instead of the 50% as on the policy. This serves to help and stimulate the clients to make payments					
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M-396	Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) YTD	17%	10%	27%	5%	16%	5%	16%	5%	19%	The 19% of revenue billed during period July 2020 to May 2021	The collection is lower than the prescribed NT rate because of among others loss of jobs due to Covid-19	The Municipality is disconnecting electricity monthly and allows consumers to make arrangement and pay 20% down payment instead of the 50% as on the policy. This serves to help and stimulate the clients to make payments	5%	19%	5%	OPEX	Revenue collection report
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Revenue Management	M-637	Number of credit control policies reviewed and approved by Council YTD*	1	N/A	N/A	N/A	N/A	N/A	N/A	1	1	The policy was submitted to Council in May 2020 for 2020/2021 FY	NONE	NONE	1	1	1	OPEX	Council resolution
KPA3: Financial Viability and	M-	Number of awareness	2	N/A	N/A	1	1	1	1	3	3	The clients are sent	None	None	3	3	3	OPEX	Attendance registers

Hierarchy (K+A1:W16PA)\ STRATEGIC OBJECTIVE \ Program)	I D	u p d a t e r	INDICATOR	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actual	Qtr4. Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditu re)	Portfolio of evidence
Financial Management\ Enhance revenue and financial management\ Revenue Management	6 3 6	p - M R e v	campaign on payment of services and registration of indigent consumers YTD										statements via email monthly, and there is a message included on the statement that reminds clients to make payments by the due date.							
KPA3: Financial Viability and Financial Management\ Enhance revenue and financial management\ Free Basic Services	M - 6 3 8	L e p - M R e v	Number of updated and credible indigents register in place YTD	1	N/A	N/A	1	0	1	0	1	0	Indigent Register not updated	The compiled indigent register was referred by council for correction	New indigent registration will be updated in 2021/22 financial year	1	0	1	OPEX	Indigent register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M - 6 5 0	L e p - C F O	Number of Unqualified Audit Opinion received from AG YTD	0	N/A	N/A	1	0	N/A	N/A	N/A	1	The municipality received an Unqualified Audit Opinion	Change in reporting timelines due to COVID Impact	Timeous submission of to AG despite the extension	1	1	1	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M - 7 4 0	L e p - C F O	Number of material audit findings against the municipality regarding financial statements YTD	2	N/A	N/A	1	0	N/A	N/A	N/A	N/	No Material Finding were reported during Audit. Municipality achieved an unqualified Audit Opinion	None	None	1	0	0	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible,	M - 2 6	L e p -	Percentage of AG queries resolved.	96%	N/A	N/A	15%	0%	50%	N./A	N/A	30%	30% of the findings were resolved as of 30	AG report was issued in April which gave the municipality	BTO will continue to address all findings until	100%	30%	100%	OPEX	Audit report

Hierarchy (K+A1:W16PA)\ STRATEGIC OBJECTIVE \ Program)	I D	u p d a t e r	INDICATOR	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actual	Qtr4. Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditu re)	Portfolio of evidence
accountable, effective and efficient corporate governance\ Auditor General		M I A											June2021	only 2 months address the issues and therefore the Municipality did not have enough time to address all the findings and 36 Audit findings can be resolved during compilation of AFS	they are fully Resolved					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M - 2 7	L e p - M I A	Percentage of Internal audit findings resolved.	0	25%	50%	50%	0%	N/A	N/A	100%	44%	11 out 25 internal audit findings are resolved	Some Internal audit findings are taking longer times to resolve due to their sensitivity nature and some findings are from previous years.	Management is currently deliberating on the findings and will be resolved in the next financial year and some of the finding will be removed as per AC resolution	100%	44%	100%	OPEX	Internal Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M - 2 8	L e p - M I A	Percentage of Audit and performance Committee's resolutions implemented.	0	100 %	100 %	100 %	86%	100 %	100%	100%	100%	All AC resolutions are implemented	None	None	100%	100%	100%	OPEX	Audit report
KPA6: Good Governance and Public Participation\ Responsible, accountable,	M - 6 6 7	L e p - M	Percentage of risks resolved within timeframe as specified in the	0	25%	25%	50%	83%	75%	97%	100%	93%	11 out 12 risks were resolved	Covid 19 impacted negatively on revenue collection	Full implementati on of Credit Control and Debt	100%	93%	100%	OPEX	Risk Registers

Hierarchy (K+A1:W16PA) STRATEGIC OBJECTIVE \ Program)	ID	u p d a t e r	INDICATOR	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actual	Qtr4. Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Target Actual	Annual Target 2021/22	Annual budget (Annual Expenditu re)	Portfolio of evidence
effective and efficient corporate governance\ Risk Management		R i s k	risk register YTD												collection Policy					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M - 6 9 1	L e p - M I A	Percentage of Implementation of council resolutions per quarter	0	100 %	100 %	100 %	100 %	100 %	100%	100%	100%	All Council resolution are implemented	None	None	100%	100%	100%	OPEX	Council resolution

5.6 Social Services

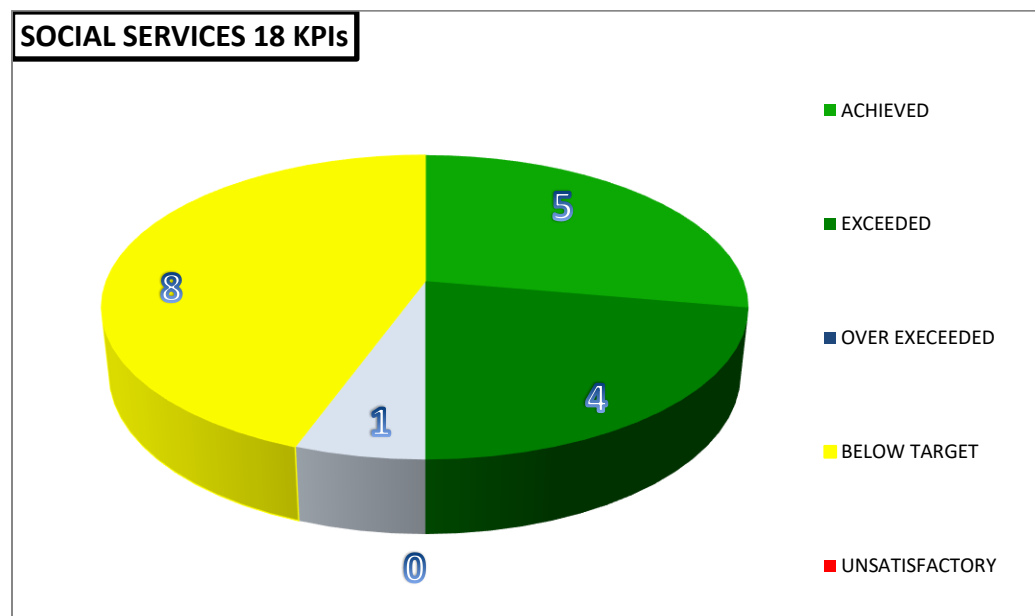
The department comprises of the following units:

- Traffic
- Registration
- Waste Management
- Parks
- Libraries

Table 8

Indicators	Total number 18
Achieved Target	5
Exceeded Target	4
Over Exceeded Target	0
Below Target	8
Unsatisfactory	0
Not Applicable	1

The Departmental performance is depicted on the below color coded pie chart:



The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2020/21	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M-170	Number of trees planted per quarter, year to date (operational budget) *YTD	#	Lepp - MParks	610	0	0	200	250	350	490	500	490	490 trees were planted in the second 2 quarter.	10 trees were damaged and not suitable for planting.	Avoid storing trees for longer times before actual planting	500	490	500	48 401 (43 000)	Purchase Order/Letter for request of donation Delivery Note Invoice Nursery Inventory Register Beneficiary list
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Environmental Management	M-702	Number of waste awareness campaigns implemented quarterly per year. YTD	#	Lepp - MWaste	43	12	12	24	24	36	36	48	48	12 Waste Education and Awareness campaigns were conducted in quarter 4	None	None	48	48	48	OPEX	Activity Plan Notice/letter to stakeholders Presentations Attendance register Pictures
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M-172	Number of library campaigns held quarterly per year. YTD	#	Lepp - MLib	3	1	0	2	0	3	0	4	3	1 Library campaigns was held in fourth quarter	No library campaigns were conducted due to Covid-19 restrictions.	Campaigns will continue as normal after the Covid-19 restrictions are lifted.	4	3	4	OPEX	Notices /Letter, themes/presentations, att register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and	M-LB1	Number of Thusong Centre services campaigns held quarterly	#	Lepp - ML	3	1	0	2	0	3	0	4	2	2 Thusong Centre services campaigns were conducted	No campaigns were conducted in Q1 and Q2 due to Covid-19 restrictions.	Campaigns will continue as normal after the Covid-19 restrictions	4	2	4	OPEX	Notices /Letter, themes/presentations, att register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2020/21	Annual budget (Annual Expenditure)	Portfolio of evidence
improve community well-being\ Library Services		per YearTD		ib										in fourth quarter		are lifted.					
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Library Services	M - LIB 2	Number of reports on education activities per quarter, YTD.	#	Le p - M Lib	3	1	0	2	0	3	1	4	4	1 x Report on education activities	None	None	4	4	4	OPEX	Invitations, agenda, att register, minutes, program Reports served at Council Resolution of Council
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M - 3 9 5	Average turnaround time between application and testing of applicants for license YTD	#	Le w p - M Reg	1 week	2 weeks	2 weeks	2 weeks	1	2 weeks	1 week	2 weeks	1 week	1-week average turnaround time between application and testing of applicants for learners license	The economic meltdown brought about by the effect of Coronavirus and the downscaling at Medupi resulted in decline in demand for learners license service	None	2weeks	1week	2 weeks	OPEX	Weekly print out from NATIS, register
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M - RG 1	Average turnaround time between application for driver's license and actual testing YTD	#	Le w p - M Reg	1 week	2 weeks	1 week	2 weeks	1	2 weeks	1 week	2 weeks	1 week	1-week average turnaround time between application and testing of applicants for driver's license	The economic meltdown brought about by the effect of Coronavirus and the downscaling at Medupi resulted in decline in demand for driver's license service	None	2weeks	1week	2weeks	OPEX	Print outs from NATIS, registers.

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2020/21	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Registry	M - R G 2	Number of stakeholders engagement meetings on public transport activities YTD.	#	Le p - M R e g	2	1	0	2	1	3	2	4	3	1 x stakeholders engagement meeting on public transport	Meeting in Q3 not held due to Taxi associations conflicts.	Taxi associations conflicts are beyond the control of the municipality, As a result, municipality does not have corrective measures	4	3	4	OPEX	Invitations, agenda, att register, minutes, year program, stakeholder data base
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M - 7 0 3	Number of speed checks held YTD	#	Le p - M T r a f	91	36	10	72	48	98	48	134	87	39 speed checks conducted in Quarter 4	speed checks were not conducted in Q3 due to non-calibration of the speed machine.	Speed machines are now calibrated and working well. Speed checks will now be conducted as planned.	134	87	120	OPEX	Speed checks register Activity Plan/Schedule Speed checks register Register/list of Fines/tickets issued
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Road Safety / Law Enforcement	M - 7 0 4	Number of joint law enforcement operations with other law enforcement agencies undertaken held YTD.	#	Le p - M T r a f	7	1	1	2	3	3	3	4	5	2 x Joint law enforcement operations with other law enforcement agencies undertaken	One addition joint operation was conducted.	None	4	5	4	OPEX	Invitations, stop& check register, attendance register
KPA2: Service Delivery and Infrastructure	M - 2	Number of urban households	#	Le p	8231	8800	8231	8800	10602	8231	10602	8231	10602	10602 urban household	the target of 8231 was not correct as the	The target of 8231 was amended to	8231	10602	10652	OPEX	Billing list

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2020/21	Annual budget (Annual Expenditure)	Portfolio of evidence
Development\ Protect the environment and improve community well-being\ Waste Management	50	provided with weekly refuse removal, YTD		MWaste										s have access to refuse removal services	municipality is having 10602 households.	10602 in the next financial year.					
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M-402	Percentage households with access to basic level of solid waste removal, YTD	%	Lepp-MWaste	45%	55%	48%	55%	50%	55%	50%	55%	50%	50% of households in Lephalale have access to refuse removal	Limited number skip bins to cater for all villages	We have ordered 5 additional skip bins and waiting for delivery	55%	50%	55%	OPEX	Calculation sheet, list of urban, rural, and Informal settlements.
KPA2: Service Delivery and Infrastructure Development\ Protect the environment and improve community well-being\ Waste Management	M-708	Number of rural villages with access to weekly refuse removal services through roll-on, roll-off system	#	Lepp-MWaste	17	17	17	17	17	17	17	17	17	17 villages have access to refuse removal services	None	None	17	17	17	OPEX	Weekly Activity Plan List of Villages Bin Numbers Coordinates List of Households/ Beneficiaries Log sheets
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M-26	Percentage of AG queries resolved.	%	Lepp-MIA	83%	N/A	N/A	15%	0%	50%	N/A	100%	0%	Two findings in the directorate are not addressed	AG Audit was finalised around April 2021 and as a result the Municipality could only start with the Action Plan very late in the year.	We will continue to address the remaining audit findings	100%	0%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable,	M-27	Percentage of Internal audit findings resolved.	%	Lepp-MI	0	25%	N/A	50%	0	75%	0%	100%	100%	2 out 2 Internal audit findings resolved	None	None	100%	100%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	I D	INDICATOR	U O M	U p d a t e r	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actu al	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2020/21	Annual budget (Annual Expenditu re)	Portfolio of evidence
effective and efficient corporate governance\ Auditor General				A																	
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M – 2 8	Percentage of Audit and performance Committee's resolutions implemented.	%	L e p – M I A	0	100%	N/A	N/A	0%	100%	N/A	100%	100 %	No AC resolutions for the directorate .	None	None	100%	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Risk Management	M – 6 6 7	Percentage of risks resolved within timeframe as specified in the risk register YTD	%	L e p – M R i s k O r	0	25%	50%	50%	14%	75%	50%	100%	57%	4 out of 7 Risks were mitigated.	Some of the risks are taking longer to mitigate.	Management will continue to address the risk in the next financial year.	100%	100%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M – 6 9 1	Percentage of Implementation of council resolutions per quarter	%	L e p – M A d m i n	0	100%	78%	100%	100%	100%	50%	100%	100 %	All council resolutions were implement ed.	None	None	100%	100%	100%	OPEX	Council Resolution Register

5.7 Infrastructure Services

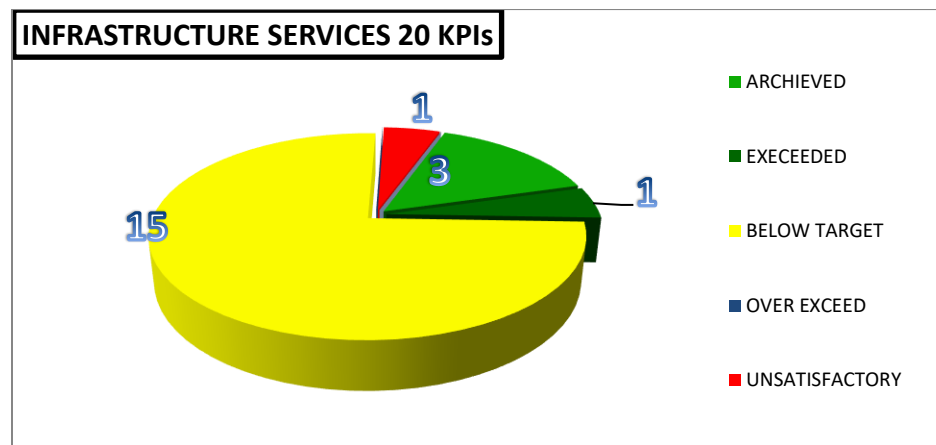
The department comprises of the following units:

- Water
- Sanitation
- Project Management Unit
- Electrical
- Roads and Storm water

Table 9

Indicators	Total number 20
Achieved Target	3
Exceeded Target	1
Over Exceeded Target	0
Below Target	15
Unsatisfactory	1
Not Applicable	0

The Departmental performance is depicted on the below color coded pie chart:



During Adjustment of the Budget in Mid -Year there were two indicators under the division of Electricity which were adjusted as follows

Indicator ID	INDICATOR	UOM	Updater	Original Annual Target	Adjusted Annual Target	comments
M_401A	Percentage households with access to basic level of electricity connected by Eskom*YTD	%	Lep-MElec	70%	90,50%	
M_401B	Percentage households with access to basic level of electricity connected by Municipality *YTD	%	Lep-MElec	17%	95%	

The detailed performance for the department follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (Electricity – Maintenance and Upgrading)	M – 340	Percentage of Electrical losses YTD*	%	Le p - M E l e c	0%	12%	0%	12%	4%	10%	7%	10%	The calculated loss of -2,9 is erratic	Target not achieved	Calculations done with incorrect billing from Eskom	Continuous Engagement with Eskom to rectify the billing	10%	The calculated loss of - 2,9 is erratic	8%	OPEX	Electrical loss report Loss report should indicate all factors that are a contribution to the loss
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M – 401A	Percentage households with access to basic level of electricity connected by Eskom*YTD	%	Le p - M E l e c	76.6%	65%	77%	65%	77%	90%	77%	90,50 %	76,00%	76% connected by Eskom in the fourth quarter. Target not achieved	Contractor still on site.	Contractor to complete the project at the end of July 2021	90,50%	76%	90,50%	OPEX	List of serviced households List and summary of calculation for the reported percentage
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Electrical Network (New Infrastructure)	M – 401B	Percentage households with access to basic level of electricity connected by Municipality *YTD	%	Le p - M E l e c	100%	15%	100 %	15%	100%	95%	100%	95%	100%	Target achieved. 100% was connected in the fourth quarter	All applications for electricity connections are connected as and when they received	No corrective measures	95%	100%	100%	OPEX	List of serviced households List and summary of calculation for the reported percentage
KPA2: Service Delivery and Infrastructure	M – 7	Percentage households without	%	Le p	19.8%	16.5 %	20%	16%	20%	16%	20%	15%	24%	24% Target not achieved	Contractor still on site.	Contractor to complete the project at the	15%	24%	10%	OPEX	List of households not

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Free Basic Services	53	access to basic level of Electricity YTD*(Backlog)		MElec												end of July 2021					served
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Infrastructure Planning	M757	Number of infrastructure master plans reviewed YTD	#	LeppMU/EMIS	0	N/A	N/A	N/A	N/A	1	0	1	0	Target not achieved The master plan is at a draft stage	The draft was only completed in June and must still presented to council	Service provider to present the draft document to Council at the by end of September 2021	1	0	0	4 500 000 (3782608)	Approved Integrated Infrastructure Master Plan
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	M218	Number of villages in which access roads are bladed YTD*	#	LeppMPW	19	7	13	14	20	29	35	39	39	39 Villages graded	None	None	39	39	39	OPEX	1, Grader Log sheet Road;
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all	M74	Total length of kilometres upgraded from gravel road to surfaced road YTD*	# km	LeppMPW	0km	N/A	N/A	N/A	N/A	N/A	N/A	6 km	3 Km	Steve Biko access road is at Practical completion and Melvel access road is at	Inclement weather conditions & delay in approval of a variation order.	Grant the service provider extension of time & Approve VO application	6km	3 Km	0Km	OPEX	Progress Minutes Approved Budget Spec report SLA Progress

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
municipal areas\ Roads and Storm water – Maintenance and Upgrading														99% and due for completion at the end of July 2021							reports & Minutes Completion Certificate upon completion of the Road
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Roads and Storm water – Maintenance and Upgrading	NM - 1	Total Percentage of maintenance budget spent on infrastructure maintenance by public works unit YTD*	%	Lepp - MPW	84%	15%	15%	45%	20%	70%	45%	90%	93%	R 6 896 455 out of R 7 399 242 was spent on Infrastructure Maintenance	We Managed to implement the maintenance plan and paid all invoices on time	None	90%	93%	90%	7 399 242 (R 6896 455)	Expenditure report Maintenance Plan Logbook/register recording maintained activities Expenditure Report
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Sanitation - New Infrastructure	M - 400	Percentage households with access to basic level of sanitation YTD*	%	Lepp - MSanit	45%	46%	45%	47%	46%	47%	46%	47%	46%	Only 4 new connections in urban areas were done in this fourth quarter	Lack funds to address backlog in rural areas	Develop business plan to acquire MIG funding to address backlog	47%	46%	100%	OPEX	List of serviced households Calculation Summary of the percentage
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all	M - 758	Number of Green drop assessment report conducted by DWS for green drop risk rating YTD	#	Lepp - MSanit	0	N/A	N/A	N/A	N/A	N/A	N/A	1	0	The green drop assessment was not done by DWS	DWS could not conduct assessment due to malfunctioning of the system	DWS planned to conduct the green drop assessment in the 2021/22 FY	1	0	1	OPEX	Sewerage analysis report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	I D	INDICATOR	U O M	U p d a t e r	Baselin e 2019/20 Actuals	Qtr. 1 Targ et	Actu al	Qtr. 2 Targ et	Actu al	Qtr. 3 Targ et	Actu al	Qtr. 4 Targ et	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expendit ure)	Portfolio of evidence
municipal areas\ Wastewater Quality (Green Drop)																					
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Sanitation \ Free Basic Services	M – 752	Percentage households without access to basic level of Sanitation YTD*(Backlog)	%	L e p - M S a n i t	55%	54%	55%	53%	54%	53%	54%	53%	54%	No new connection was done in the rural areas to reduce backlog	Lack of funding to implements VIP projects in rural villages	Develop business plan to acquire MIG funding to address backlog	53%	54%	0	OPEX	List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water – Supply	M – 399A	Percentage households with access to basic level of Water YTD	%	L e p - M W a t e r	66%	74%	66%	74%	66%	74%	66%	75%	66%	Target Not Achieved, 31388H/H Serviced with baseline of 47704 H/H	The Municipality In process to complete Stalled Water Extension Projects. Mokuruanyane RWS and Witpoort RWS Phase 4 projects in progress	Complete outstanding works on Water Extensions Projects	75%	66%	75%	OPEX	List of billed consumers/Households
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water – Supply	M – 399B	Percentage households without access to basic level of Water YTD*(Backlog)	%	L e p - M W a t e r	34%	27%	34%	26%	34%	26%	34%	25%	34%	Target Not Achieved, 16316H/H Not Serviced with baseline of 47704 H/H	Water Extension Projects not yet Completed	Complete outstanding works on Water Extensions Projects	25%	34%	25%	OPEX	List of households not serviced
KPA2: Service Delivery and Infrastructure Development\ Provide quality	M – 81	Percentage of water losses YTD*	%	L e p - M	37,49%	14%	30.24%	14%	30.80%	14%	34%	14%	48.43%	Target Not Achieved, Water loss results for three	Ageing Infrastructure. Water Loss due to dilapidated	Implementati on of Water Conservation and Water Demand	14%	48,4%	14%	OPEX	Water Loss Report

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
and well maintained infrastructural services in all municipal areas\ Water loss (unaccounted water)				Water										months (April-June)	infrastructure, illegal connections, burst pipes and Leaks, Malfunctioning of Water Meters. Damaging of pipes due to installation of fibre cables.	Management Programmes . Replacement of old AC Pipes, Leak detection programmes.					
KPA2: Service Delivery and Infrastructure Development\ Provide quality and well-maintained infrastructural services in all municipal areas\ Water Quality (Blue Drop)	M 7 2 8	Number of Blue drop assessment reports conducted per quarter,	#	Le p - M Water	10	2	2	5	5	8	8	10	10	Target Achieved, Submitted (10) water quality analysis results to DWS on the Iris system	The blue drop assessment report was not completed by DWS	Blue drop assessment report is planned for 2021/22 and the indicator to be revised to "analysis report uploaded on the systems"	10	10	10	OPEX	Water analysis Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Auditor General	M 2 6	Percentage of AG queries resolved.	%	Le p - M I A	83%	N/A	N/A	15%	0%	50%	N/A	100%	25%	1 out 4 findings resolved	AG report was issued in April which gave the municipality only 2 months address the issues and therefore the Municipality did not have enough time and resources address all the findings	The Municipality will continue to address the findings until they are resolved	100%	25%	100%	OPEX	AG action Plan. Audit Report
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and	M 2 7	Percentage of Internal audit findings resolved.	%	Le p - M I A	0	25%	0%	50%	0%	75%	46.97%	100%	14%	6 out 43 findings resolved	Some of the findings take long to address. Due to lack of budget and late approval	Avail budget to address audit findings and fast track the approval of overtime	100%	14%	100%	OPEX	Internal Audit Queries register

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Program)	ID	INDICATOR	UOM	Update	Baseline 2019/20 Actuals	Qtr. 1 Target	Actual	Qtr. 2 Target	Actual	Qtr. 3 Target	Actual	Qtr. 4 Target	Actual	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Annual Target 2020/21	Annual Actual	Annual Target 2021/22	Annual budget (Annual Expenditure)	Portfolio of evidence
efficient corporate governance\ Auditor General															overtime policy	policy					
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Auditor General	M-28	Percentage of Audit and performance Committee's resolutions implemented .	%	Leap - MIA	0	100%	0%	100%	100%	100%	100%	100%	100%	4 out 4 resolutions completed	None	None	100%	100%	100%	OPEX	Resolution Register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective, and efficient corporate governance\ Risk Management	M-667	Percentage of risks resolved within timeframe as specified in the risk register YTD	%	Leap - MRisk	0	25%	0%	50%	42%	75%	58%	100%	68%	Target not Achieved ,13 risks out of 19 were addressed in this 4 th Quarter	Some of the risks take long to address. Due to lack of capital injection.	Avail budget to address risks	100%	68%	100%	OPEX	Risk register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ Audit Committee	M-691	Percentage of Implementation of council resolutions per quarter	%	Leap - Admin	0	100%	100%	100%	100%	100%	50%	100%	73%	73% of the Council Resolution already implemented and 27% on progress	The remaining Council resolutions are taking longer times to resolve and are on progress.	Remaining Council resolutions are ongoing and will be continually addressed	100%	73%	100%	OPEX	Council Resolution Register

5.8 Infrastructure Services, Performance of contracted service providers and their Performance Evaluation ratings

Rating's table for scoring on Service provider Performance

Color code	Scoring	% Target achieved	
Rating	Score	Low	High
Unsatisfactory	1-1.99	0.0%	49.99%
Below target	2 -2.99	50%	69.9%
Achieved target	3 -3.99	70%	79.99%
Exceeded target	4 -4.99	80%	99.9%
Over exceeded target	5+	100.0%	+

	Name Of Service Provider	Project Name	Funder	Progress on Implementation	Original Budget	Adjusted Budget	Expenditures	Rating 1-5	Comments
1	SEBATA MUNICIPAL SOLUTIONS	MSCOA IMPLEMENTATION	LLM	86% Systems implementation	R 2 123 514	R 3 073 514	R 9 644 082	2,5	Work on improvement of the system is on-going challenges are addressed in steering committee meeting
2	SEBATA MUNICIPAL SOLUTIONS	MSCOA IMPLEMENTATION	LLM	The modules that were implemented are the IDP/Budget Module, Ledger, Inventory and Supply Chain, HR and Payroll, Billing and the Assets modules				2,5	Work on improvement of the system is on-going challenges are addressed in steering committee meeting
3	SEBATA MUNICIPAL SOLUTIONS	FINANCIAL SYSTEM	LLM	Expenditure relates to license fees and other related costs and is as per Master Agreement.				2,5	Work on improvement of the system is on-going challenges are addressed in steering committee meeting
4	NEW INTEGRATED CREDIT SOLUTIONS	DEBT COLLECTION	LLM	7 % collection collected R8 967 507.53. From R 129 488 752.37 handed to them by end of June 2021 Collects on debts older than 90days	R 1 656 000,00	R 1 656 000,00	R1103 763	2.5	The debt collector is valuable for the process of collection.

	Name Of Service Provider	Project Name	Funder	Progress on Implementation	Original Budget	Adjusted Budget	Expenditures	Rating 1-5	Comments
				Communicates with clients to make payments and payment arrangement to settle outstanding debts Assists with debt book clearing					
5	SPAZA	SMART METERS	LLM	100% progress on Implementation. Smart metering work done correctly and system functions well for prepaid sales	R 8 312 000,00	R10 112 000	R10 076440.	3	The contract with Spasa is expiring on 30 November 2021, and the municipality has gone out on a tender to source a service provider to administer electricity smart metering, the closing date for submission of the tender is 9 September 2021.
6	CATHU CONSULTING	ASSET REGISTER	LLM	90% Performance, Asset Register compiled in line with GRAP 17	R 2 729 306	R 2 537 977,00	R 2 980 731.	2,8	
7	MANNA Holdings	VALUATION ROLL	LLM	100% Performance on valuation roll GVR was implemented in July 2020	R 3 700 000,00	R1600 000	R 141 507.	4	Service Provider provides LLM with supplementary valuation rolls
8	Eng: Fhisol Engineers	Hawker stalls at Albert Street, phase2 -Top structures	LLM	SERVICE PROVIDER HAS BEEN APPOINTED AND MANAGED TO COMPLETE THE SCOPING REPORT, AND STILL FINALISING THE DETAILED DESIGNS	R 661497,00	0	R 661497,00	4,5	SERVICE PROVIDER HAS BEEN APPOINTED AND MANAGED TO COMPLETE THE SCOPING REPORT, AND STILL FINALISING THE DETAILED DESIGNS
9	Con: Rigamani Construction	Construction of 2 transfer stations	MIG	Physical progress is 25%. Completed works	36 335 767,46	0	R 4 746 565	1	Project is on hold, because the consultant has been terminated
10	Con: NSK Electrical & Construction Managers	Design Installation and commissioning of electricity of various villages in the Eskom supply area	INEP	Awaiting electrification by eskom		R 15 999 993	R 9 605 433,13	4,5	The service provider has completed the designs and is currently busy with site establishment.
12	Con: Gombarneni Risk and event management	Melvel Access road	MIG	The physical progress is 95%, -The contractor has completed layer works and road surfacing, and currently busy with laying of kerbs and water v-drains .	24415151,47	0	R 23 074203	3,5	The physical progress is 95%, -contractor is addressing snag list.
14	Con: Ambroser Solutions	VIP Sanitation toilets at	WSIG	The physical progress is	8754513	0	R 7 717 681	4,5	PROJEDCT COMPLETED

	Name Of Service Provider	Project Name	Funder	Progress on Implementation	Original Budget	Adjusted Budget	Expenditures	Rating 1-5	Comments
		Shongoane		99%, -Excavation and lining of Pits completed.					
15	Con: Gombameni Risk and event management	Mokuruanyane water scheme Bulk pipeline phase1&2	WSIG	The physical progress is 34%, The contractor has completed	36389027,75	0	R 17 565 810	2	<p>The physical progress is 46%, The contractor has completed the following works:</p> <ul style="list-style-type: none"> - Site establishment done and site clearing in progress. -The contractor has excavated 16.0km and laid 6.25km of pipeline to date. -Erection of four borehole pump houses is almost complete(side walls and the roofing complete) . - The package plant is almost complete(94% physical progress). - Four pumps have been installed at the pump houses. <p>Outstanding works</p> <ul style="list-style-type: none"> - Construction of 27km pipeline and valve chambers. -Electrification at the boreholes and treatment plant. - Construction of elevated tanks. - Installation of fittings at the package plant - Electrification and housing of one borehole - Supply and Installation of Bulk Water Meter - Supply, Deliver and Install Two Stage Booster Pumps

	Name Of Service Provider	Project Name	Funder	Progress on Implementation	Original Budget	Adjusted Budget	Expenditures	Rating 1-5	Comments
16	Con: hlrc pty ltd	Steve biko water supply	WSIG	The project is in progress, and the physical progress is 65%		9542617,78	R 4 312 305	4	The project is in progress, and the physical progress is 85% The contractor has completed the following works: - Site establishment done - Excavations, bedding, pipe laying and backfilling of 5km pipeline. Outstanding works -Commenced with excavations and construction of valve chambers. - Refurbishment of steel tank - Erection, fencing and electrification of 2 borehole pump houses
18	Con: NSK ELECTRICAL ENGINEERS NAD AES CONSULTING JV	Integrated Infrastructure Master plan	LLM	The project is still in progress, and the service provider has completed the status quo report and currently busy with future demand analysis and will be presenting to the municipality once the report is completed.	4750000	0	R 3 782 608.	4	The project is still in progress, and the service provider has completed the status quo report and currently busy with future demand analysis and will be presenting to the municipality once the report is completed.
19									

6. Capital Project Implementation

The projects related to each Vote or Function follows below:

6.1 Office of the Municipal Manager

Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 3		Quarter 4		% Actual Progress	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Expenditure	Annual Budget 2019-2020	Source of funding
					% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone							
Security System Marapong, Thabo Mbeki and Mokuruenyane	P-01	Installation of security camera systems on municipal buildings	01/07/2020	30/06/2021	100%	Completion of project	100%	Completion of project	100% Project completed in 3 rd quarter	N/A	N/A	N/A	N/A	480 000	LLM

6.2 Strategic Support Services

No major projects for the function to report on.

6.3 Corporate Support Services

Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 3			Quarter 4							Annual Budget 2019-2020	Source of funding
					% Prog Target	% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone	Actual Prog	%	Actual Notes	Challenges	Corrective Actions		
Office Furniture	P_05	Purchasing of Office furniture	01/07/2020	30/06/2021	20%	100%	Delivery of purchased goods	100%	Delivery of purchased goods	50%	Appointment letter was signed on 08 June 2021. The SLA was signed on the 29th of June for this project.	Delays on Administrative and supply chain processes	Scheduled meetings for Bid Committees be implemented as planned	R0000	R271 979	LLM
Monitoring Tool	P_20	Purchasing of Monitoring Tool	01/07/2020	30/06/2021	20%	100%	Delivery of purchased goods	100%	Delivery of purchased goods	100%	Completed	None	None	R 323 418	500 000	LLM
Video Conferencing Solution	P_27	Purchasing of Video for conferencing	01/07/2020	30/06/2021	100%	0%	Delivery of purchased goods	100%	Delivery of purchased goods	50%	The Purchase is awaiting BAC for further processing	bidder were non-compliant and readvertising was done	SCM units workshops bidders on compliance process.	R000	400000	LLM

6.4 Development Planning

No major projects for the function to report on.

6.5 Budget and Treasury

No major projects for the function to report on.

6.6 Social Services

Project Name	No.	Description of deliverables	Start date	Completion date	Quarter 3		Quarter 4		Actual % Prog	Actual Notes	Challenges	Corrective Actions	Expenditure	Annual Budget 2019-2020
					% Prog Target	Activity /Milestone	% Prog Target	Activity /Milestone						
Speed Camera	P 0 6	Purchasing of Speed Camera	01/07/2020	30/06/2021	100%	Delivery of purchased goods	100%	Delivery of purchased goods	100%	Speed Camera Purchase	None	None	239 500	240 000
Blue Lights	P 0 8	Purchasing of Blue Lights	01/07/2020	30/06/2021	100%	Delivery of purchased goods	100%	Delivery of purchased goods	100%	Blue Lights Purchased	None	None	199 731	250 000
Firearms x 5	P 0 7	Purchasing of 5 firearms	01/07/2020	30/06/2021	100%	Delivery of purchased goods	100%	Delivery of purchased goods	90%	Service provider was appointed and paid; Firearms are still in the custody of the service provider while awaiting the outcome of application for firearm licenses	Firearms may not be collected without a licence even if there are paid.	Speed up the licence acquisition processes	85 629	100 000
skip bins 5x 30 cubic meters	P 0 9	Purchasing of 5x30 Skip Bins	01/07/2020	30/06/2021	100%	Delivery of purchased goods	100%	Delivery of purchased goods	80%	Two roll-on skip containers delivered	Two roll-on skip container s delivered with some defects in terms of specifications . Service provider requested extension of time	The service provider to fix defects on the two skip bins delivered and to deliver three outstanding skip bins	000	500 000
Operationalize weighbridge	P 1 1	Calibration of the weigh bridge	01/07/2020	30/06/2021	100%	Operation of the Weigh bridge	100%	Operation of the Weigh bridge	100%	Weighbridge completed and Operational	None	None	R238 671	300 000

6.7 Infrastructure Development

Summary on Major Infrastructure projects for financial year 2020-21

Project Name	N o.	Description of deliverables	Start date	Completion date	Quarter 3		Quarter 4		% Actual Progress	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Expenditure	Annual Budget 2020-2021	Source of funding
Asbestos cutting machine	P 15	Purchasing of Asbestos Cutting Machine	01/07/2020	30/06/2021	100%	Delivery of purchased goods	100%	Delivery of purchased goods	100%	Machine delivered on the 08 September 2020	None	None	23320,00	20 000,00	LLM
Water Tankering x 3	P 15	Purchasing of Water Tankers	01/07/2020	30/06/2021	100%	Delivery of purchased goods	100%	Delivery of purchased goods	100%	Project completed on the 23 March 2021	None	None	4438301,70	4 500 000	LLM
Security Guard Houses	P 18	Construction of a Security Guard House	01/07/2020	30/06/2021	75%	Foundation excavation, slab laying and brick laying to window levels	100%	Completion of project Roof laying	100%	Project completed	None	None	994 336,32	1 000 000	LLM
Ga seleka and Witpoort RWS phase 4	P 19	Addition of water Reticulation pipes	01/07/2020	30/06/2021	70%	construction, installation of pipes and taps	100%	Completion of project	68%	The project is in progress.	ESKOM delay for energizing	Municipality to assist in fast tracking electricity supply by Eskom.	818 500,40	2 036 107,40	LLM
Mokuruanyane and Shongoane RWS phase 4 and 5	P 20	Addition of water Reticulation pipes and reservoirs	01/07/2020	30/06/2021	70%	construction, installation of pipes and taps	100%	Completion of project	83%	The project is in progress.	The consultant for Phase 5 has withdrawn from the project.	Finalise appointment of new consultant to complete the project	2872177,48	7 791 913,60	LLM
Steve Biko Access Road	P 21	Construction of an Asphalt Road in Steve Biko	01/07/2020	30/06/2021	75%	construction process addition of road top layers	100%	Completion of project	100%	Practical completion certificate was signed on 29 June 2021	N/A	N/A	22 171 789,45	22 171 789,45	MIG
Melvel Access Road	P 25	Construction of an Asphalt Road in Melvel	01/07/2020	30/06/2021	75%	construction process addition of road top	100%	Completion of project	85%	The contractor has requested for extension	Inclement weather conditions & delay in	Grant the service provider extension of	5 750 117,07	5 750 117,07	MIG

Project Name	N o.	Description of deliverables	Start date	Completion date	Quarter 3		Quarter 4		% Actual Progress	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Expenditure	Annual Budget 2020-2021	Source of funding
						layers					approval of a variation order.	time & Approve VO application			
CEMETERY	P - 13	Construction of a cemetery	01/07/2020	30/06/2021	70%	Construction progress, Fencing and plots allocation	100%	Completion of the project	85%	The project is 85% complete	The contractor requested for extension of time. Due to unforeseen circumstances	The municipality to grant the contractor the extension of time.	R 5 473 630	R5 473 630	LLM/MIG
Establishment of 2 transfer stations in the rural areas seleka and Moong	P - 22	Establishment of 2 transfer stations in the rural areas seleka and Moong	01/07/2020	30/06/2021	70%	Construction and lining of separate compartments	100%	Completion of project	25%	The project is on hold, the consultant obtained a court interdict to stop the municipality from continuing with the project. The project will continue once the litigation process has been concluded.	The project is stalled.	The project is under litigation process.	5 623 054,87	5 623 054,87	MIG
High mast Installation at Segale, Botsalanong, Kopanong, Senoela, Morwe, Botshabelo, Moong, Sefitlhigo	P - 23	Installation of High mast lights at Segale, Botsalanong, Kopanong, Senoela, Morwe, Botshabelo, Moong, Sefitlhigo	01/07/2020	30/06/2021	75%	Assembling and Installations of high masts at villages	100%	Completion of project	N/A	The project will be implemented in 2021/22 financial year.	N/A	N/A	N/A	0	MIG
High mast light x20	P - 26	Installation of High mast lights at various villages	01/07/2020	30/06/2021	75%	Assembling and Installations of high masts at villages	100%	Completion of project	92.8%	The contractor has installed 20 high mast lights and currently waiting for Eskom to electrify.	ESKOM delay for energizing	The matter was escalated to ESKOM managers requested for extension of time	R7 145 208,24	7 145 208,24	MIG

Project Name	N o.	Description of deliverables	Start date	Completion date	Quarter 3		Quarter 4		% Actual Progress	Actual Notes	Challenges / Reasons for under or over performance	Corrective Actions/ Measures	Expenditure	Annual Budget 2020-2021	Source of funding
Extension and Augmentation of water supply in Witpoort RWS 6	P - 24	Extension and Augmentation of water supply in Witpoort RWS 6	01/07/2020	30/06/2021	70%	construction, installation of pipes and taps	100%	Completion of project	N/A	The project will be implemented once the municipality receives funding.	N/A	N/A	N/A	0	MIG
Marapong Bulk Water Supply (LEPLEP03)	P - 27	Installation of Marapong Bulk water Pipeline	01/07/2020	30/06/2021	70%	construction, installation of bulk pipeline from Zeeland plant	100%	Completion of project	24%	Project in progress. Completed Site Clearing and Pipe Jacking in progress	Additional budget required for Steel price Variation Order	The budget for Mokuruanyane bulk has been reallocated to Marapong bulk for spending of WSIG funds to cover the remaining spending	18692796,54	11502124	DWS/ WSIG
Construction of Mokuruanyane Regional Water Scheme Bulk Pipeline Phase 1&2	P - 28	Construction of Mokuruanyane Regional Water Scheme Bulk Pipeline Phase 1&2	01/07/2020	30/06/2021	70%	construction, installation of pipes and taps	100%	Completion of project	46%	The Municipality terminated contract on the 12 May 2021	Council approved amendment of contract scope of work into a turnkey	Adjudication and finalisation for appointment of PSP to complete outstanding work	22 796 537,00	23 697 876,00	DWS/ WSIG

7. SDBIP budget statements

The Municipal Budget and Reporting Regulations (MBRR) R33, specifies that the financial report of a municipality must be in the format specified in Schedule C and include all the required tables, charts, explanatory information and the quality certificate, considering any guidelines issued by the Minister in terms of section 168(1) of the Act.

The following tables relate to Financial Performance for the 2020/21 FY:

7.1 Table C4 – Revenue Statements

7.2 Table C4 –Operational Expenditure Performance (functional classification)

7.3 Table C5 – Capital Expenditure (municipal vote

7.4 Table C5 – Capital Expenditure (standard classification and funding)

7.5 Table C5 - Debtors Age Analysis

7.6 Table C6 – Financial Position

7.1 Table C4 – Revenue Statements Summary

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M12 June										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
Revenue By Source										
Property rates		–	64790000	102000999	8592800	103308207	102000999	1307208	1%	102000999
Service charges - electricity revenue		–	208267265	207125265	17549269	175939793	207125265	-31185472	-15%	207125265
Service charges - water revenue		–	47461905	47716905	4019492	34787952	47716905	-12928953	-27%	47716905
Service charges - sanitation revenue		–	22900931	23471931	2328899	18208229	23471931	-5263702	-22%	23471931
Service charges - refuse revenue		–	19408625	18651625	1242929	15443732	18651625	-3207893	-17%	18651625
Rental of facilities and equipment		–	305046	305046	60345	438826	305046	133780	44%	305046
Interest earned - external investments		–	3510500	3510500	554960	5427678	3510500	1917178	55%	3510500
Interest earned - outstanding debtors		–	32102112	31961112	4577097	41616041	31961112	9654929	30%	31961112
Dividends received		–	0	0	0	0	0	0		0
Fines, penalties and forfeits		–	657721	657721	247580	504644	657721	-153077	-23%	657721
Licences and permits		–	10218473	9779473	729476	9283242	9779473	-496231	-5%	9779473
Agency services		–	0	0	0	0	0	0		0
Transfers and subsidies		–	169761149	196936149	1204481	195722191	196936149	-1213958	-1%	196936149
Other revenue		–	14031955	3631712	1658837	5165744	3631712	1534032	42%	3631712
Gains		–	0	0	0	0	0	0		0
Total Revenue (excluding capital transfers and contributions)		–	593415682	645748438	42766165	605846279	645748438	-39902159	-6%	645748438

7.2 Table C4 – Operational Expenditure Performance (standard classification)

Choose name from list - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M12 June										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
Expenditure By Type										
Employee related costs		–	212191182	215256901	17857665	207490815	215319353	-7828538	-4%	215256901
Remuneration of councillors		–	10875409	11747621	920208	12581484	11747608	833876	7%	11747621
Debt impairment		–	8260725	8260725	8200000	8200000	8260725	-60725	-1%	8260725
Depreciation & asset impairment		–	89381282	89202282	15131514	87330550	89202278	-1871728	-2%	89202282
Finance charges		–	18492487	18492487	-1057883	7900326	18492487	-10592161	-57%	18492487
Bulk purchases		–	137311851	138811851	12103985	134154671	138443076	-4288405	-3%	138811851
Other materials		–	5050191	6515755	1691018	4852703	6927465	-2074762	-30%	6515755
Contracted services		–	52642769	65088814	5807914	46352715	66145994	-19793279	-30%	65088814
Transfers and subsidies		–	1394149	940500	28564	333355	940500	-607145	-65%	940500
Other expenditure		–	63072245	86126170	5963560	59081451	85343643	-26262192	-31%	86126170
Losses		–	0	0	0	0	0	0		0
Total Expenditure		–	598672290	640443106	66646545	568278070	640823129	-72545059	-11%	640443106
Surplus/(Deficit)		–	-5256608	5305332	-23880380	37568209	4925309	32642900	0	5305332
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	86381850	125113850	54985335	143745679	125113850	18631829	0	125113850
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		–	0	0	0	0	0	0		0
Transfers and subsidies - capital (in-kind - all)		–	0	0	0	0	0	0		0
Surplus/(Deficit) after capital transfers & contributions		–	81125242	130419182	31104955	181313888	130039159			130419182
Taxation		–	0	0	0	0	0	0		0
Surplus/(Deficit) after taxation		–	81125242	130419182	31104955	181313888	130039159			130419182
Attributable to minorities		–	0	0	0	0	0			0
Surplus/(Deficit) attributable to municipality		–	81125242	130419182	31104955	181313888	130039159			130419182
Share of surplus/ (deficit) of associate		–	0	0	0	0	0			0
Surplus/ (Deficit) for the year		–	81125242	130419182	31104955	181313888	130039159			130419182

7.3 Table C5 – Capital Expenditure (municipal vote, standard classification and funding)

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M12 June										
Vote Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Multi-Year expenditure appropriation	2									
Vote 1 - Office of Municipal Manager		0	0	0	0	0	0	0		–
Vote 2 - Budget and Treasury		0	0	0	0	0	0	0		–
Vote 3 - Corporate Services		0	300000	300000	0	0	300000	-300000	-100%	300000
Vote 4 - Social Service		0	19794218	24645179	1719526	9649292	25047633	-15398341	-61%	24645179
Vote 5 - Technical and Engineering Services		0	68431453	69899557	7564785	40190297	71060272	-30869975	-43%	69899557
Vote 6 - Property, Planning & Development		0	0	0	0	0	0	0		0
Vote 7 - Office of the Mayor/Strategic Office		0	0	0	0	0	0	0		0
Vote 8 - COMMUNITY & SOCIAL SERVICES		0	0	0	0	0	0	0		0
Total Capital Multi-year expenditure	4,7	0	88525671	94844736	9284311	49839589	96407905	-46568316	-48%	94844736
Single Year expenditure appropriation	2									
Vote 1 - Office of Municipal Manager		0	480000	480000	270584	270584	480000	-209416	-44%	480000
Vote 2 - Budget and Treasury		0	0	846000	0	0	1057500	-1057500	-100%	846000
Vote 3 - Corporate Services		0	15477574	14325712	323419	8734242	14325712	-5591470	-39%	14325712
Vote 4 - Social Service		5861939	22256416	26756416	1395226	11124859	26756416	-15631557	-58%	26756416
Vote 5 - Technical and Engineering Services		0	141855476	92048310	18731232	53087703	95590072	-42502369	-44%	92048310
Vote 6 - Property, Planning & Development		0	50000	50000	0	24153	50000	-25847	-52%	50000
Vote 7 - Office of the Mayor/Strategic Office		0	731500	731500	0	630967	731500	-100533	-14%	731500
Vote 8 - COMMUNITY & SOCIAL SERVICES		0	0	0	0	0	0	0		0
Total Capital single-year expenditure	4	5861939	180850966	135237938	20720461	73872508	138991200	-65118692	-47%	135237938
Total Capital Expenditure		5861939	269376637	230082674	30004772	123712097	235399105	-111687008	-47%	230082674

7.4 Table C5 – Capital Expenditure (, standard classification and funding)

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M12 June										
Vote Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
Capital Expenditure - Functional Classification										
Governance and administration		5861939	18989074	18683212	594003	9660018	18894712	-9234694	-49%	18683212
Executive and council		0	1141500	1141500	270584	845801	1141500	-295699	-26%	1141500
Finance and administration		5861939	17847574	17541712	323419	8814217	17753212	-8938995	-50%	17541712
Internal audit		0	0	0	0	0	0	0		0
Community and public safety		0	10008107	19359068	2057861	6413415	19761522	-13348107	-68%	19359068
Community and social services		0	9418107	18769068	2057861	5957014	19171522	-13214508	-69%	18769068
Sport and recreation		0	0	0	0	0	0	0		0
Public safety		0	590000	590000	0	456401	590000	-133599	-23%	590000
Housing		0	0	0	0	0	0	0		0
Health		0	0	0	0	0	0	0		0
Economic and environmental services		0	95010369	44281120	6444950	34326985	44281110	-9954125	-22%	44281120
Planning and development		0	50000	50000	0	24153	50000	-25847	-52%	50000
Road transport		0	94960369	44231120	6444950	34302832	44231110	-9928278	-22%	44231120
Environmental protection		0	0	0	0	0	0	0		0
Trading services		0	145369087	147759274	20907958	67449739	152461761	-85012022	-56%	147759274
Energy sources		0	21478522	29812313	4049185	14642169	32413592	-17771423	-55%	29812313
Water management		0	86852209	80152359	15590814	41750822	81842851	-40092029	-49%	80152359
Waste water management		0	15795829	16552075	1029288	5760464	16962791	-11202327	-66%	16552075
Waste management		0	21242527	21242527	238671	5296284	21242527	-15946243	-75%	21242527

Choose name from list - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - M12 June

Vote Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
<i>Other</i>		0	0	0	0	0	0	0		0
Total Capital Expenditure - Functional Classification	3	5861939	269376637	230082674	30004772	117850157	235399105	-117548948	-50%	230082674
Funded by:										
National Government		0	144868849	145425453	23320554	88705566	150127940	-61422374	-41%	145425453
Provincial Government		0	0	0	0	0	0	0		0
District Municipality		0	0	0	0	0	0	0		0
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		0	0	0	0	0	0	0		0
Transfers recognised - capital		0	144868849	145425453	23320554	88705566	150127940	-61422374	-41%	145425453
Borrowing	6	0	0	0	0	0	0	0		0
Internally generated funds		5861939	124507788	84657221	6684218	29144590	85271165	-56126575	-66%	84657221
Total Capital Funding		5861939	269376637	230082674	30004772	117850156	235399105	-117548949	-50%	230082674

7.5 Table C5 – Debtor’s Age Analysis June 2021

Debtors by Customer Classification					
ServiceDesc4	Balance	CURRENT	30-60	90 DAYS	120 days
Business	9 711 001,28	1 431 426,82	2 007 559,16	616 258,51	5 655 756,79
Church	28 797,06	20 966,98	2 966,44	30,77	4 832,87
Farm	55 636 491,18	499 162,17	5 298 151,74	1 267 139,09	48 572 038,18
Government	668 636,59	52 815,01	168 676,10	65 673,16	381 472,32
Municipal	2 141 131,13	194 558,65	107 100,10	50 202,99	1 789 269,39
Residential	360 792 679,69	4 443 739,51	30 779 697,65	10 807 445,63	314 761 796,90
Other	771 938,59	117 747,14	30 782,80	9 351,81	614 056,84
	429 750 675,52	6 760 416,28	38 394 933,99	12 816 101,96	371 779 223,29

Debtors by Income Source					
ServiceDesc1	Balance3	CURRENT	30-60	90 DAYS	
Advance Payment	-23 995 218,15	-23 995 218,15	-	-	-
Clearance Fee	9 432,24	2 037,85	2 355,63	1 502,31	3 536,45
Deposit: Electricity Metered	1 600,00	-	-	-	1 600,00
Deposit: Water Metered	21 066,74	6 587,47	2 179,31	3 099,96	9 200,00
Electricity Basic	22 302 110,01	1 872 785,97	2 358 475,39	873 327,10	17 197 521,55
Electricity Metered	48 862 722,90	7 721 545,38	6 594 150,27	1 438 167,75	33 108 859,50
Employee Deduction – Payment	2 763,35	2 763,35	-	-	-
Huur Standplase	6 900 538,77	44 547,08	89 130,25	44 584,67	6 722 276,77

Debtors by Income Source					
ServiceDesc1	Balance3	CURRENT	30-60	90 DAYS	
Market Stall Rental	419 957,98	5 940,12	11 788,89	5 848,77	396 380,20
Miscellaneous Non Vatable	14 463,87	213,75	14 250,12	-	-
Miscellaneous Vatable	711 999,98	711 661,43	338,55	-	-
Miscellaneous(M001)	420 513,40	2 926,70	5 853,40	2 926,70	408 806,60
Property Rates	155 127 941,55	9 725 160,03	13 912 665,95	4 631 871,30	126 858 244,27
Reconnection Fee	1 012 309,14	65 414,89	795 667,31	151 226,94	-
Repay: Clearance Fee	54,34	-	1,70	0,85	51,79
Repay: Electricity Basic	24 061,62	-	6 365,15	3 477,90	14 218,57
Repay: Electricity Metered	1 266 581,32	-	73 958,02	42 976,62	1 149 646,68
Repay: Huur Standplase	832,54	-		-	832,54
Repay: Property Rates	228 675,23	-	42 821,09	22 759,08	163 095,06
Repay: Reconnection Fee	7 582,76	-	4 280,94	3 301,82	-
Repay: Sanitation Basic	110 922,95	-	8 847,55	5 634,14	96 441,26
Repay: Valuation fee	100,20	-	3,14	1,57	95,49
Repay: Waste Disposal	67 435,19	-	3 175,51	2 017,71	62 241,97
Repay: Water Basic	20 301,43	-	1 714,62	1 000,76	17 586,05
Repay: Water Metered	206 099,99	-	16 729,89	8 492,45	180 877,65
Sanitation Basic	60 730 621,03	3 126 593,96	4 451 552,53	1 776 081,85	51 376 392,69
Valuation fee	18 386,59	3 871,24	4 746,45	2 930,96	6 837,94
VAT Balance	49 802,10	633,11	1 278,38	639,19	47 251,42
Waste Disposal	55 707 850,07	1 899 653,08	2 710 478,09	1 133 503,76	49 964 215,14
Water Basic	16 543 425,50	1 223 678,98	1 795 685,85	737 097,27	12 786 963,40
Water Basic Vatable	8 559,47	56,97	113,94	56,97	8 331,59
Water Metered	82 727 958,73	4 338 161,94	5 483 523,81	1 922 172,43	70 984 100,55
Water No Tariff	219 222,68	1 401,13	2 802,26	1 401,13	213 618,16
TOTALS	429 750 675,52	6 760 416,28	38 394 933,99	12 816 101,96	371 779 223,29

7. 6 Table C6 – Financial Position

Choose name from list - Table C6 Monthly Budget Statement - Financial Position - M12 June						
Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		36857889	1212693757	73588721	-165489373	73588721
Call investment deposits		47658322	206000000	0	225206866	0
Consumer debtors		240580034	286865040	296231431	310999841	296231431
Other debtors		19337742	10161000	10161282	70439695	10161282
Current portion of long-term receivables		0	16080460	7526460	0	7526460
Inventory		1516265	1516000	1516000	2415294	1516000
Total current assets		345950252	1733316257	389023894	443572323	389023894
Non current assets						
Long-term receivables		0	0	0	0	0
Investments		0	0	0	0	0
Investment property		0	0	0	0	0
Investments in Associate		0	0	0	0	0
Property, plant and equipment		1431587904	1706760432	3342334698	1462107511	3342334698
Biological		0	0	0	0	0
Intangible		978290	0	3108760	978289	3108760
Other non-current assets		77000	316635	316635	77000	316635
Total non current assets		1432643194	1707077067	3345760093	1463162800	3345760093
TOTAL ASSETS		1778593446	3440393324	3734783987	1906735123	3734783987
LIABILITIES						
Current liabilities						
Bank overdraft		0	0	0	0	0
Borrowing		7058916	1714355	7059355	559071	7059355
Consumer deposits		10660856	11921360	11921360	9391681	11921360
Trade and other payables		111288119	91317556	27839887,16	65882133	27839887,16
Provisions		3459000	3808000	3808000	3459000	3808000
Total current liabilities		132466891	108761271	50628602,16	79291885	50628602,16
Non current liabilities						
Borrowing		62701246	74428360	124023385	62701246	124023385
Provisions		117286827	88815595	100009595	117286827	100009595
Total non current liabilities		179988073	163243955	224032980	179988073	224032980
TOTAL LIABILITIES		312454964	272005226	274661582,2	259279958	274661582,2
NET ASSETS	2	1466138482	3168388098	3460122405	1647455165	3460122405
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		1466138482	1661587204	1566982307	1647452370	1566982307
Reserves		0	30000000	30000000	0	30000000
TOTAL COMMUNITY WEALTH/EQUITY	2	1 466 138	1 691 587	1 596 982	1 647 452	1 596 982

8. Progress from the Annual Performance Report of the previous financial year

Some challenges were identified in the Annual Performance Report of 2019-20. These challenges, the status at year end, progress made and recommended corrective action to be taken are being enumerated upon per Department as follows:

DEPARTMENT	STATUS AT YEAR END 2019-20	PROGRESS MADE (YES/NO)	STATUS AT YEAR END 2020-21
Office of the Municipal Manager:			
There were no significant challenges experienced in 2019-20 Annual Report There were 96 Audit findings raised by Auditor General for the Financial Year 2019-20. Audit Opinion regressed from Unqualified to Qualified Internal audit findings not followed up Risks management	The Audit Action Plan has been established and monitored. Material findings given special attention 42% of Audit Queries addressed, which is 40 /95 and 11 findings to be reviewed in AFS Addressed 80% of Risks mitigated	No No Yes Yes No	Total of 96 findings and only 30% is addressed AFS addressing 36 findings as compilation is based on addressing those findings Audit opinion improved to Unqualified Over 50% of internal audit findings are addressed New risks emerged and mitigation is at 50%
Strategic Support Services:			
Material findings on Audit of the Predetermined Objectives 10 findings	10 findings, where 3 are resolved and 7 findings unresolved	No	Findings not fully resolved
Audit opinion improved to qualified	Audit Opinion regressed to adverse	No	Findings fully resolved
The inability of HIV / Aids council to hold meetings and function properly	Campaign not done due covid restrictions and Council meeting materialised	No	Two technical committee meeting held
Corporate Support Services:			
Achieved the set target on employee satisfaction at 53.6%.	Employee satisfaction rating is measured for reporting targeted to be 55%	No	Achieved the set target on employee satisfaction at 53.6%.
On skills development about 0.94 % was spend from the operational budget to improve the work skill development in the municipality.	0,46%Percent of total municipality's budget actually spent on implementing its workplace skills plan YTD	Yes	On skills development about 0.59 % was spend from the operational budget to improve the work skill development in the municipality.
Vacancy rate at 10% Recruit of section 54 and 56 position not completed but it at 70%	Recruitment plan established and implemented Challenges on filling senior managerial post, only 45% of post filled	Yes Yes	Vacancy rate at 13% Recruitment of section 54 and 56 position not completed
Budget and Treasury:			
Material under spending of conditional grants	Project implementation plan implemented. A Percentage Capital budget spent	No	

DEPARTMENT	STATUS AT YEAR END 2019-20	PROGRESS MADE (YES/NO)	STATUS AT YEAR END 2020-21
	on capital projects identified for financial year into. IDP is 78% after the budget was adjusted.		
Reduction of revenue base and revenue collection due to scaling down of Medupi project. Revenue collection is lower by 17%	Revenue collection was at 83% Debt collector improved collection of old debt and reduced debtors' book	No	Revenue collection was at 81%
Development Planning Services			
Lack of municipal land for development	Proposals for purchasing land parcels approved	Yes	Project to purchased land parcels planned for next financial year.
Social Services:			
Number of speed checks reduced	The number speed checks performed on municipal roads by municipal traffic officers is 26 per annum	No	The number speed checks performed on municipal roads is 91 by end of financial year.
Percentage of household with access to solid waste removal 45.3% against a target of 55	Percentage of households with access to refuse removal reduced by 9 %	No	New targets set for alignment to new planning numbers.
Infrastructure Services:			
The data for households who receive water, sanitation and electrical service is inaccurate and need to be updated	Stats' 2016 Community Survey used as the baseline as per the Adjusted SDBIP Project of verification of community serves data was done	No	Create a valid and reliable municipal data and keep the supporting documents. Improved number of households for service delivery identified.
Sanitation capacity challenges and aged reticulation infrastructure Aged water reticulation infrastructure	Projects to replaced aged sanitation was implemented, new pump stations were built	Yes	The sanitation infrastructure is partially efficient and requires capacity to be increased.
Percentage of water losses is 37,4%	Water loss for the was calculated as 32,26% against a target of 14% loss	No	Water loss for the was calculated as 40,2 by end financial year

9. Risks and Recommendations

In accordance with the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected development priority presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected key performance areas presented in the municipality's annual performance report for the year ended 30 June 2020:

Key performance area	Pages in the annual performance report
Key performance area (KPA) 2: Service delivery and infrastructure development	64 – 79 of the APR 2019-20

I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

The material findings in respect of the reliability of the selected key performance areas are as follows:

Key performance area (KPA) 2: Service delivery & infrastructure development

Various indicators

Other matters

I draw attention to the matters below.

Achievement of planned targets

Refer to the annual performance report on pages xx to xx for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information in paragraph 23 of this report.

Adjustment of material misstatements

I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of Key performance area (KPA) 2: service delivery and infrastructure development. As management subsequently corrected only some of the misstatements, I raised material findings on the reliability of the reported performance information. Those that were not corrected are reported above.

Reported achievement not supported by sufficient appropriate evidence, i.e. not valid, accurate and complete

I was unable to obtain sufficient appropriate audit evidence for the reported achievements of the five selected indicators relating to this key performance area, due to the lack of accurate, valid, and complete records. I was unable to confirm the reported achievements by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievements in the annual performance report of the indicators listed below:

Development objectives	Reported achievement
M400 – Percentage of households with access to basic level of sanitation YTD.	45%
M752 – Percentage of households without access to basic level of sanitation YTD (Backlog).	55%
M399A – Percentage of households with access to basic level of water YTD.	66%
M399B – Percentage of households without access to basic level of water YTD (Backlog).	34%
NM001 - Total Percentage maintenance budget spends on infrastructure maintenance by public works	2.69%

I did not raise any material findings on the usefulness of the reported performance information for Key performance area 2: Service delivery and infrastructure development.

10. Conclusion

The SDBIP for 2020-21 Financial Year contains the Objectives and Indicators as per the Municipal IDP as well as General Indicators. The SDBIP for 2020 -21 was developed to reflect ***cumulative performance***, therefore the status of indicators reflects the overall performance level achieved year to date.

For the Annual Performance Report of this financial year overall performance of the municipality is satisfactory in terms the planned targets and predetermined objectives, there are challenges of revenue reduction and low-cost coverage which need special attention.

The contents of the report will improve as capacity is built in house and once a full complement of staff is in place. The Municipal Manager and her team have strived to achieve 100% but due to measures beyond their control this was not achievable. The current performance based on the manual assessment of the annual performance shows that the Municipality has achieved 57, % of the targets that has been set for the year under review.

Capital Project Implementation has achieved a 43, % performance and improvement on early planning are to be employed for better and timeous completion of capital project

The Municipality is encouraged to review all the KPI's to ensure that the SMART principal is applied so that performance can be measured more accurately.

Achievements reflected above are a symbol of good governance and administration as displayed by both the Council and Administration Management. Both the Annual Performance Report (APR) and Annual Financial Statement (AFS) were prepared in-house by the Performance Management and Budget and Treasury Teams, and the arrangement contributed towards cost-saving as expenditure would have been incurred in outsourcing the Annual Financial Statement preparations. APR and AFS were reviewed by Internal Audit, Audit and Performance Committee and an Independent Reviewer.

11. Report Approval

Approval by:

M M COCQUYT
Municipal Manager

Date: