
MANTSOPA LOCAL MUNICIPALITY



Prepared in terms of the Local Government: Municipal Finance
Management Act (56/2003): Section 53 (1)(c) (ii).

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/2021

ADJUSTED IN FEBRUARY 2021



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Mayors Foreword

A properly formulated SDBIP ensures that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance and achievement of the strategic objectives set by council. SDBIP enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

This enables, in turn, the Mayor and the Municipal Manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible.

The SDBIP should, therefore, determine (and be consistent with) the performance agreements between the Mayor and the Municipal Manager and that of the Municipal Manager and managers directly accountable to the Municipal Manager, hence determined at the start of every financial year and approved by the Mayor.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. It must be noted that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the Mayor and Municipal Manager are taking corrective steps when any unanticipated problems arise.

The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. The Municipal Manager is encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information.

Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and Section 121 (end-of-year annual reports).

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.

The 2020/2021 SDBIP indicates the responsibilities and outputs for each of the Senior Managers (Directors) in the top management team, the inputs to be used, and the time deadlines for each output.

The 2020/2021 Adjusted SDBIP will, therefore, determine the performance agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager, including the outputs and deadlines for which they will be held accountable. This SDBIP should also provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support Ward Councillors in Service Delivery information.

It is in the light of the above-mentioned factors that I, **Cllr Mamsie Tsoene**, as the Mayor, hereby approve the 2020/2021 Service Delivery & Budget Implementation Plan (SDBIP) in terms of **Section 53 (1) (c) (ii) of the Local Government: Municipal Finance Management Act, 56 of 2003**.

.....
Cllr Mamsie Tsoene
Mayor

.....
Date

Mantsopa Local Municipality
Free State Province

2. Introduction

The purpose of this document is to present the Service Delivery and Budget Implementation Plan (SDBIP) of Mantsopa Local Municipality for the 2019/2020 financial year. The development, implementation and monitoring of a SDBIP is a requirement of the Municipal Finance Management Act No. 56 of 2003 (MFMA).

The SDBIP is a detailed one year plan of the municipality that gives effect to the Integrated Development Plan (IDP) and the budget of the municipality. The SDBIP is a management plan for implementing the IDP through the approved budget. It is an expression of the objectives of municipality, in quantifiable outcomes that will be implemented for the financial year. It includes the service delivery targets for each quarter and facilitates oversight over financial and nonfinancial performance of the municipality.

The SDBIP 2019/2020 will not only ensure appropriate monitoring in the execution of the municipal budget and processes involved in the allocations of budgets to achieve key strategic priorities as set by the municipal IDP, but will also serve as the kernel of annual performance contracts for senior management and provide a foundation for the overall annual and quarterly organization performance for the 2019/2020 financial year.

The SDBIP also assists the council and the community in their respective oversight responsibilities since it serves as an implementation and monitoring tool.

- **Part 1: SDBIP Overview**

Legislative Framework

Section 1 of the MFMA defines the SDBIP as a detailed plan approved by the mayor of a municipality in terms of section 53(1) (c) (ii) for implementing the municipality's delivery of services and its annual budget and which must indicate:

- a) Projections for each month of:-
 - i. Revenue to be collected, by source; and
 - ii. Operational and capital expenditure by, vote
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1) (c).

The MFMA requires that municipalities develop SDBIP as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their IDP strategy. In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

Components of the SDBIP

- Monthly Projections of Revenue to be Collected for each Source
- Monthly Projections of Expenditure and Revenue for each Vote
- Quarterly projections of Service Delivery Targets and Performance Indicators for each Vote
- Detailed Capital Budget Broken Down by Ward over 3 Years

Monthly Projections of Revenue to be collected for each Source

The failure to collect its revenue as budgeted will severely impact on the municipal ability to provide services to the community. The Municipality, therefore, has to institute measures to achieve its monthly revenue targets for each source. These measures will enable the municipality to assess its cash flow on a monthly basis with a view to undertaking contingency plans should there be a cash flow shortage or alternatively invest surplus cash. Furthermore, the effectiveness of credit control policies and procedures can be monitored with appropriate action taken if considered necessary.

Monthly Projections of Expenditure and Revenue for each Vote

The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget. The focus under this component is a monthly projection per vote in addition to projections by source. When reviewing budget projections against actual, it is useful to consider revenue and expenditure per vote in order to gain a more complete picture of budget projections against actuals.

Quarterly Projections of Service Delivery Targets and Performance Indicators for each Vote

This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets and other indicators of performance. The focus is on outputs rather than inputs. Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services. The approach encouraged by National Treasury's MFMA Circular No. 13 is the utilization of scorecards to monitor service delivery, which Mantsopa Local Municipality has adopted.

GENERAL KEY PERFORMANCE INDICATORS AS PRESCRIBED IN TERMS OF THE LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001

In formulating the key performance indicators in the IDP, Budget & SDBIP for the period ending 30 June 2019, the municipality was guided by the General Key Performance Indicators as prescribed in terms of the above-mentioned regulations. These General Key Performance Indicators are incorporated in the performance information to provide proper context and implementation as follows:

KPA: Good Governance & Public Participation

KPA: Local Economic Development

KPA: Financial Viability and Management

KPA: Transformation and Institutional Development

KPA: Basic Services- Community Development and Social Cohesion

All General Key Performance Indicators, as prescribed in terms of Section 43 of the Act, are listed below for ease of reference:

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- (b) the percentage of households earning less than R3500 per month with access to free basic services;
- (c) the percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- (d) the number of jobs created through municipality's local economic development initiatives including capital reports;
- (e) the number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- (f) the percentage of a municipality's budget actually spend on implementing its workplace skills plan; and
- (g) financial viability as expected by the following ratios:

$$(i) A = \frac{B - C}{D}$$

Where –

“A” represents debt coverage

“B” represents total revenue received

“C” represents operating grants

“D” represents debts service payments (i.e. interest + redemption)

$$(ii) A = \frac{B}{C}$$

Where –

“A” represents outstanding services debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

$$(iii) A = \frac{B+C}{D}$$

“A” represents cost average

“B” represents all available cash at a particular time

“C” represents investments

“D” represents monthly fixed operating expenditure

Top layer Service Delivery and Budget Implementation Plan 2020/21

National Development Plan Chapter		3.Infrastructure is poorly, Inadequate and under – maintained											
National Outcomes		6.An Efficient , Competitive and responsive economic infrastructure network											
Back to Basics		2.Supporting the delivery of Municipal services to the right quality and standard											
FSGDS 6 Pillars		3.Improved Quality of Life											
Departmental Strategic Goal		To provide access to basic level of water and sanitation to all households in a sustainable manner by 2022											
Key Performance Area		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
SD 001/2020/21	To provide efficient competitive sustainable economical infrastructure network and service delivery	Accessibility of Sanitation to households	Percentage of households with access to basic level of sanitation	97%	99 %	98 %	98,5%	99%	99 %				
SD 002/2020/21		Maintenance of sewer network infrastructure	Percentage of Sewer network infrastructure maintained	100%	90 %	90 %	90 %	90 %	90 %				
SD 003/2020/21		Good governance	No of reports generated	12	12	3	3	3	3				
SD 004/2020/21		Provision of Electricity	Percentage of households with access to basic level of electricity	87%	90 %	87%	87 %	87 %	90 %				

National Development Plan Chapter		3.Infrastructure is poorly , Inadequate and under – maintained											
National Outcomes		6.An Efficient , Competitive and responsive economic infrastructure network											
Back to Basics		2.Supporting the delivery of Municipal services to the right quality and standard											
FSGDS 6 Pillars		3.Improved Quality of Life											
Departmental Strategic Goal		To ensure that 100% of households in formal and informal settlements in the Mantsopa municipal area have access to basic level of water by 2022											
Key Performance Area		Service Delivery and infrastructure											
IDP Reference Number	PDO: To provide efficient competitive sustainable	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4

SD001/2020/21	economical infrastructure network and service delivery	Accessibility of water to households	Percentage of households with access to basic level of water	100%	100%	100%	100%	100%	100%				
		Maintenance of water network infrastructure	Percentage of water network infrastructure maintained	100%	90%	90%	90%	90%	90%				
		Good governance	No of reports generated	12	12	3	3	3	3				

National Development Plan Chapter		Building a capable state											
National Outcomes		5. A skilled and capable workforce to support an inclusive growth											
Back to Basics		2. Building institution and administrative capabilities											
FSGDS 6 Pillars		3.Improved Quality of Life											
Departmental Strategic Goal		To provide sufficient and skilled human capital in order to enable all departments to function optimally in enhancing service delivery and institutional capacity by 2022											
Key Performance Area		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
ODT001/2020/21	To provide sufficient and skilled human capital in order to enable all departments to function optimally in enhancing service delivery and institutional capacity.	Training and Development	Percentage to which planned programmes are implemented and achieved	85%	100%	100%	100%	100%	100%				
ODT002/2020/21			Percentage of municipality's budget spent on implementing its Workplace Skills Plan	100%	100%	100%	100%	100%	100%				
ODT003/2020/21			Number of approved Workplace Skills Plans	1	1	0	0	0	1				

National Development Plan Chapter		3.Towards an Inclusive Socio-Economic Transformation- Economy & Employment											
National Outcomes		6.An Efficient , Competitive and responsive economic infrastructure network											
Back to Basics		2.Supporting the delivery of Municipal services to the right quality and standard											
FSGDS 6 Pillars		3.Improved Quality of Life											
Departmental Strategic Goal		Facilitate decent employment through Radical Socio-economic transformation and inclusive economic growth by 2022											
Key Performance Area		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
LED001/2020/21	Facilitate decent employment through Radical Socio-economic transformation and inclusive economic growth	Promotion and support of SMME's and Cooperatives development	Percentage of activities accomplished on the development of SMME's and Cooperatives	75%	100%	100%	100%	100%	100%				
LED002/2020/21		Informal Sector Developments	Number of reports on informal Sector Development projects carried out	4	4	1	1	1	1				
LED003/2020/21		Promotion and development of Agricultural Sector	Number of reports on Agricultural development programmes accomplished	4	4	1	1	1	1				
LED004/2020/21		Tourism Development	Number of reports on support projects accomplished towards tourism developments	4	4	1	1	1	1				
LED005/2020/21		Business Regulation and Compliance	Number of reports on business issued with licence / permits	4	4	1	1	1	1				

National Development Plan Chapter		Building a capable state											
National Outcomes		6.An Efficient , Competitive and responsive economic infrastructure network											
Back to Basics		2.Supporting the delivery of Municipal services to the right quality and standard : z basic Services											
FSGDS 6 Pillars		3.Improved Quality of Life											
Departmental Strategic Goal		To provide sufficient and skilled human capital in order to enable all departments to function optimally in enhancing service delivery and institutional capacity by 2022											
Key Performance Area		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
ODT001/2020/21	To provide sufficient and skilled human capital to enable all departments to function optimally in enhancing service delivery and institutional capacity.	Training and Development	Percentage to which planned programmes are implemented and achieved	85%	100%	100%	100%	100%	100%				
ODT002/2020/21			Percentage of municipality's budget spent on implementing its Workplace Skills Plan	100%	100%	100%	100%	100%	100%				
ODT003/2020/21			Number of approved Workplace Skills Plans	1	1	0	0	0	1				

National Development Plan Chapter		Sound financial viability, management and accountability.											
National Outcomes		6.An Efficient , Competitive and responsive economic infrastructure network											
Back to Basics		2.Supporting the delivery of Municipal services to the right quality and standard											
FSGDS 6 Pillars		3.Improved Quality of Life											
Departmental Strategic Goal		To ensure Sound financial viability, management and accountability by 2022											
Key Performance Area		Service Delivery and infrastructure											
IDP Reference Number	Predetermined Objective	Focus Area	KPI	BI	Annual Target	Top Layer Service and Budget Implementation Plan				Budget			
						Target				Target			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	Q1	Q2	Q3	Q4
VVM001/2020/2021	Sound financial viability, management and accountability	Review Policies	Number of Capital Infrastructure Asset Investment Policies reviewed and approved	1	1	0	0	0	1				
VVM002/2020/2021		Assets Management	Percentage Compliance of Assets Register as per the GRAP Requirements	90%	100%	100%	100%	100%	100%				
VVM003/2020/2021		Assets Maintenance	Percentage maintenance budget spent	100%	100%	100%	100%	100%	100%				
VVM004/2020/2021		Update Assets register	Percentage GRAP compliance Assets Registers	90%	100%	100%	100%	100%	100%				
VVM005/2020/2021		Legislative Compliance	Percentage of legislative compliance	100%	100%	100%	100%	100%	100%				
VVM006/2020/2021		Free Basic Services	Percentage of households earning less than R3500 per month with access to free basic services;	60%	100%	100%	100%	100%	100%				

Municipal Score Card Perspective

MUNICIPAL SCORE CARD PERSPECTIVE	KPAs	IDP PRIORITY ISSUES
Service Delivery Perspective	Basic Service Delivery and Infrastructure Investment	<ul style="list-style-type: none"> ▪ Water ▪ Sanitation ▪ Electricity ▪ Roads and Storm water ▪ Waste Management
Municipal Socio-Economic Development Perspective	Local Economic Development	<ul style="list-style-type: none"> ▪ Local Economic Development & Rural Development ▪ Upgrading of Tourism attraction sites ▪ SMME Development
	Community Development and Social Cohesion	<ul style="list-style-type: none"> ▪ Community Facilities ▪ Housing and Land ▪ Safety and security ▪ Environmental Health and Conservation
Institutional Transformation Perspective	Municipal transformation and institutional development	<ul style="list-style-type: none"> ▪ Human Resources ▪ Administration ▪ Legal Service and Contract Management ▪ Skills Development: <ul style="list-style-type: none"> ○ Training & Education ○ Learnership
Sound Financial Management Perspective	Financial viability and financial management	<ul style="list-style-type: none"> ▪ Revenue ▪ Expenditure ▪ Asset and Liability Management ▪ SCM ▪ Financial Management Reforms ▪ MFMA Compliance
Governance Perspective	Good governance and community participation	<ul style="list-style-type: none"> ▪ Good corporate governance ▪ Integrated Development Planning, Performance Management and Monitoring ▪ Ward Committees ▪ Communications and Intergovernmental Relations ▪ ICT(Information Technology

Detailed Capital Budget over Three Years

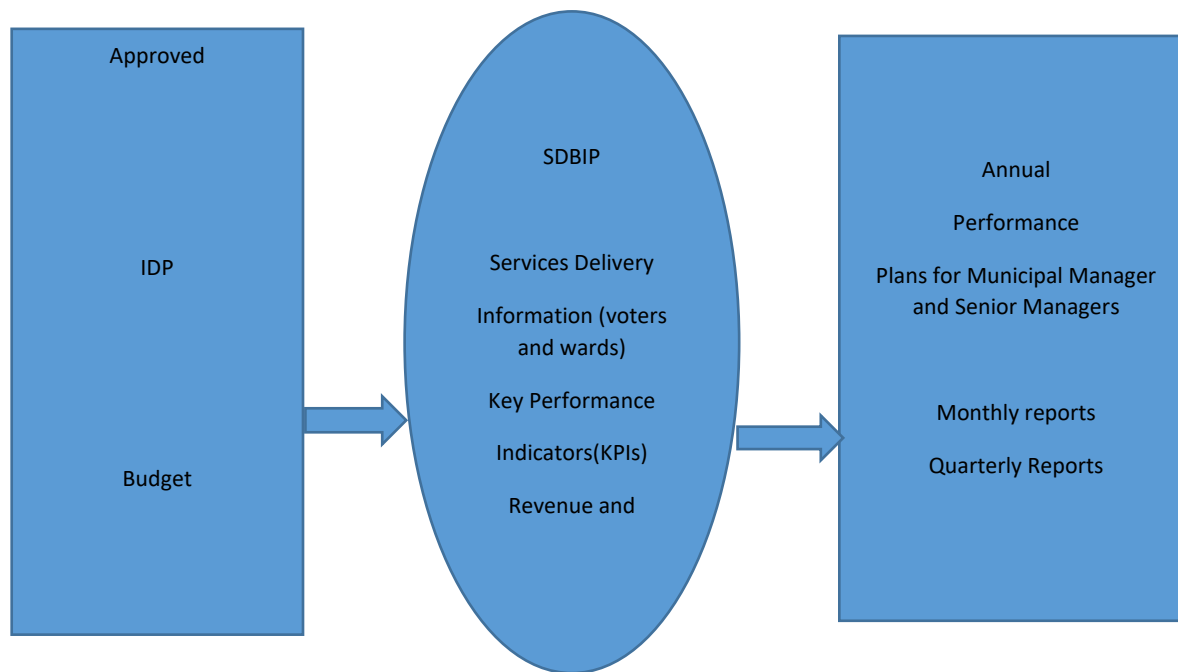
Information detailing infrastructural projects containing project description and anticipated capital costs over the three-year period. A summary of capital projects per the IDP plan is available on Council's website: www.mantsopa.fs.gov.za.

The procurement process is an important component to ensure effective and timely infrastructure / capital service delivery

Strategic Direction and Planning Cycle

A seamless process between the Long-Term Development Framework (LTDF), IDP, SDBIP, Performance Management System (PMS) and Annual Report would create an enabling environment for the municipality to achieve its deliverables

The Service Delivery and Budget Implementation Plan Concept



SDBIP Monitoring, Reporting and Revision

In-year Reports	Revision	Annual Reports
<p>Monthly Reports must be submitted by Municipal Manager to the Mayor (Section 71 of the MFMA)</p> <p>Quarterly reports submitted by the Mayor to council (Section 52 of the MFMA)</p> <p>Mid-year budget and performance assessment reports submitted by the MM to the Mayor (72 of the MFMA)</p>	<p>Any revision to the SDBIP services delivery targets and performance indicators may only be made with approval of the council following the adjustment budget (section 54 of the MFMA)</p>	<p>The annual report of the Municipality must include an assessment of the performance against measurable objectives and the approved SDBIP (Section 121 of the MFMA)</p>

Choose name from list - Table B2 Adjustments Budget Financial Performance (functional classification) -

Standard Description	Ref	Budget Year 2020/21									Budget Year +1 2021/22	Budget Year +2 2022/23
		Original Budget	Prior Adjusted 5	Accum. Funds 6	Multi-year capital 7	Unfore. Unavoid. 8	Nat. or Prov. Govt 9	Other Adjusts. 10	Total Adjusts. 11	Adjusted Budget 12	Adjusted Budget	Adjusted Budget
R thousands	1, 4	A	A1	B	C	D	E	F	G	H		
Revenue - Functional												
Governance and administration		121 806	123 243	-	-	-	-	864)	(8	114	118	123
Executive and council		33 238	33 238	-	-	-	-	-	-	33	34	36
Finance and administration		86 690	88 127	-	-	-	-	864)	(8	79	81	85
Internal audit		1 878	1 878	-	-	-	-	-	-	1	1	2
Community and public safety		23 664	29 484	-	-	-	-	-	-	29	24	25
Community and social services		-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		19 060	19 060	-	-	-	-	-	-	19	19	20
Public safety		-	5 820	-	-	-	-	-	-	5	-	-
Housing		4 604	4 604	-	-	-	-	-	-	4	4	5
Health		-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		8 677	8 677	-	-	-	-	-	-	8	9	9
Planning and development		5 080	5 080	-	-	-	-	-	-	5	5	5
Road transport		3 596	3 596	-	-	-	-	-	-	3	3	3
Environmental protection		-	-	-	-	-	-	-	-	-	-	-
Trading services		217 043	213 814	-	-	-	-	-	-	213	216	226
Energy sources		52 438	52 438	-	-	-	-	-	-	52	54	57
Water management		114 400	105 698	-	-	-	-	-	-	105	109	114
Waste water management		26 472	28 742	-	-	-	-	-	-	28	27	28

Waste management		23 732	26 936	-	-	-	-	-	-	26	24	25
<i>Other</i>		-	-	-	-	-	-	-	-	936	824	966
Total Revenue - Functional	2	371 189	375 218	-	-	-	-	(8 864)	(8 864)	366 355	368 533	385 485
Expenditure - Functional	-											
Governance and administration		116 928	118 365	-	-	-	-	(1 461)	(1 461)	116 904	120 778	126 329
Executive and council		26 453	26 453	-	-	-	-	(6 205)	(6 205)	20 247	21 179	22 153
Finance and administration		88 783	90 220	-	-	-	-	2 686	2 686	92 907	95 677	100 073
Internal audit		1 692	1 692	-	-	-	-	2 057	2 057	3 750	3 922	4 103
Community and public safety		17 922	23 742	-	-	-	-	(107)	(107)	23 635	19 681	20 582
Community and social services		-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		6 635	6 635	-	-	-	-	(4 995)	(4 995)	1 640	1 716	1 791
Public safety		6 815	12 635	-	-	-	-	119	119	12 754	8 299	8 681
Housing		4 471	4 471	-	-	-	-	4 769	4 769	9 240	9 665	10 110
Health		-	-	-	-	-	-	-	-	-	-	-
Economic and environmental services		21 825	21 825	-	-	-	-	(7 354)	(7 354)	14 471	15 136	15 833
Planning and development		6 589	6 589	-	-	-	-	(6 097)	(6 097)	13 492	14 515	15 538
Road transport		15 236	15 236	-	-	-	-	(1 257)	(1 257)	13 979	14 622	15 294
Environmental protection		-	-	-	-	-	-	-	-	-	-	-
Trading services		130 519	137 290	-	-	-	-	(2 295)	(2 295)	134 996	134 122	140 198
Energy sources		56 860	56 860	-	-	-	-	3 423	3 423	60 283	63 056	65 956
Water management		35 717	37 015	-	-	-	-	(10 999)	(10 999)	26 016	25 855	26 953
Waste water management		18 717	20 987	-	-	-	-	16 769	16 769	37 756	37 118	38 826
Waste management		19 225	22 429	-	-	-	-	(11 488)	(11 488)	10 941	8 093	8 463
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-

Total Expenditure - Functional	3	287 193	301 222	-	-	-	-	(11 217)	(11 217)	290 005	289 717	302 942
Surplus/ (Deficit) for the year		83 996	73 996	-	-	-	-	2 353	2 353	76 349	78 815	82 544

Choose name from list - Table B3 Adjustments Budget Financial Performance (revenue and expenditure by municipal vote) -

Vote Description <i>[Insert departmental structure etc]</i>	Ref	Budget Year 2020/21									Budget Year +1 2021/22	Budget Year +2 2022/23
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget
R thousands		A	A1	B	C	D	E	F	G	H		
Revenue by Vote	1											
Vote 1 - Executive & Council		21 996	21 996	-	-	-	-	-	-	21 996	23 008	24 066
Vote 2 - Municipal Manager		10 961	10 961	-	-	-	-	-	-	10 961	11 465	11 992
Vote 3 - Finance Services		69 045	70 483	-	-	-	-	-	-	70 483	72 222	75 544
Vote 4 - Corporate Services		13 278	13 278	-	-	-	-	(8 864)	(8 864)	4 414	4 617	4 830
Vote 5 - Community Services		86 037	91 857	-	-	-	-	-	-	91 857	89 995	94 134
Vote 6 - Technical Services		169 872	166 644	-	-	-	-	-	-	166 644	167 226	174 919
Vote 7 - COMMUNITY & SOCIAL SERVICES		-	-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	371 189	375 218	-	-	-	-	(8 864)	(8 864)	366 355	368 533	385 485

Expenditure by Vote	1													
		22	22					(8)	(8)	14	15	15		
Vote 1 - Executive & Council		748	748	-	-	-	-	189)	189)	559	229	929	15	
		12	12					1	1	14	14	15		
Vote 2 - Municipal Manager		874	874	-	-	-	-	300	300	174	826	508	15	
		68	70					1	1	71	73	76		
Vote 3 - Finance Services		656	094	-	-	-	-	513	513	606	396	768	16	
		12	12					2	2	15	16	16		
Vote 4 - Corporate Services		908	908	-	-	-	-	588	588	496	209	954	24	
		25	30					(3	(3	27	23	24		
Vote 5 - Community Services		069	889	-	-	-	-	615)	615)	274	487	563		
		144	151					(4	(4	146	146	153		
Vote 6 - Technical Services		938	710	-	-	-	-	813)	813)	896	571	219		
Vote 7 - COMMUNITY & SOCIAL SERVICES		-	-	-	-	-	-	-	-	-	-	-		
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-	-		
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-	-		
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-	-		
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-	-		
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-	-		
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-	-		
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-	-		
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-	-		
Total Expenditure by Vote	2	287	301	-	-	-	-	(11	(11	290	289	302		
		193	222	-	-	-	-	217)	217)	005	717	942		
Surplus/ (Deficit) for the year	2	83	73	-	-	-	-	2	2	76	78	82		
		996	996	-	-	-	-	353	353	349	815	544		

Choose name from list - Table B6 Adjustments Budget Financial Position -

Description	Ref	Budget Year 2020/21									Budget Year +1 2021/22	Budget Year +2 2022/23
		Original Budget	Prior Adjusted 3	Accum. Funds 4	Multi-year capital 5	Unfore. Unavoid. 6	Nat. or Prov. Govt 7	Other Adjusts. 8	Total Adjusts. 9	Adjusted Budget 10	Adjusted Budget	Adjusted Budget
		A	A1	B	C	D	E	F	G	H		
R thousands												
ASSETS												
Current assets												
Cash		350	350	-	-	-	-	-	-	350	366	383
Call investment deposits	1	-	-	-	-	-	-	-	-	-	-	-
Consumer debtors	1	103 818	103 818	-	-	-	-	-	-	103 818	109 424	115 333
Other debtors		35 166	35 166	-	-	-	-	-	-	35 166	36 784	38 476
Current portion of long-term receivables		7	7	-	-	-	-	-	-	7	7	8
Inventory		-	-	-	-	-	-	-	-	-	-	-
Total current assets		139 342	139 342	-	-	-	-	-	-	139 342	146 582	154 200
Non current assets												
Long-term receivables		620	620	-	-	-	-	-	-	620	649	678
Investments		-	-	-	-	-	-	-	-	-	-	0
Investment property		203 562	203 562	-	-	-	-	-	-	203 562	212 926	222 721
Investment in Associate		1 120	1 120	-	-	-	-	-	-	1 120	1 172	1 226
Property, plant and equipment	1	887 344	877 344	-	-	-	-	-	-	877 344	917 702	959 916
Biological		-	-	-	-	-	-	-	-	-	-	-
Intangible		180	180	-	-	-	-	-	-	180	188	197
Other non-current assets		-	-	-	-	-	-	-	-	-	-	-
Total non current assets		1 092 827	1 082 827	-	-	-	-	-	-	1 082 827	1 132 637	1 184 738

TOTAL ASSETS		1 232 168	1 222 168	-	-	-	-	-	-	1 222 168	1 279 219	1 338 938
LIABILITIES												
Current liabilities	-											
Bank overdraft		230	230	-	-	-	-	-	-	230	241	252
Borrowing		6 053	6 053	-	-	-	-	-	-	6 053	6 331	6 623
Consumer deposits		2 238	2 238	-	-	-	-	-	-	2 238	366	383
Trade and other payables		287 228	287 228	-	-	-	-	-	-	287 228	300 440	314 260
Provisions		-	-	-	-	-	-	-	-	-	-	(0)
Total current liabilities		295 748	295 748	-	-	-	-	-	-	295 748	307 378	321 517
Non current liabilities												
Borrowing	1	27 114	27 114	-	-	-	-	-	-	27 114	28 361	29 666
Provisions	1	32 347	32 347	-	-	-	-	-	-	32 347	33 835	35 391
Total non current liabilities		59 461	59 461	-	-	-	-	-	-	59 461	62 197	65 058
TOTAL LIABILITIES		355 210	355 210	-	-	-	-	-	-	355 210	369 575	386 575
NET ASSETS	2	876 959	866 959	-	-	-	-	-	-	866 959	909 644	952 363
COMMUNITY WEALTH/EQUITY												
Accumulated Surplus/(Deficit)		876 959	866 959	-	-	-	-	353 2	353 2	869 312	911 066	953 962
Reserves		-	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY		876 959	866 959	-	-	-	-	353 2	353 2	869 312	911 066	953 962

Choose name from list - Table B7 Adjustments Budget Cash Flows -

Description	Ref	Budget Year 2020/21									Budget Year +1 2021/22	Budget Year +2 2022/23
		Original Budget	Prior Adjusted 3	Accum. Funds 4	Multi-year capital 5	Unfore. Unavoid. 6	Nat. or Prov. Govt 7	Other Adjusts. 8	Total Adjusts. 9	Adjusted Budget 10	Adjusted Budget	Adjusted Budget
R thousands		A	A1	B	C	D	E	F	G	H		
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates		7 947	7 947	–	–	–	–	–	–	947	8	8
Service charges		68 053	68 053	–	–	–	–	–	–	68 053	71	74
Other revenue		1 500	1 500	–	–	–	–	–	–	1 500	1	1
Transfers and Subsidies - Operational	1	95 956	95 956	–	–	–	–	165	5	101 121	105	110
Transfers and Subsidies - Capital	1	80 016	80 016	–	–	–	–	–	–	80 016	83	87
Interest		36 667	36 667	–	–	–	–	–	–	36 667	38	40
Dividends		–	–	–	–	–	–	–	–	–	–	0
Payments												
Suppliers and employees		(175 318)	(175 318)	–	–	–	–	–	–	(175 318)	(183 383)	(191 819)
Finance charges		(11 629)	(11 629)	–	–	–	–	–	–	(11 629)	(12 164)	(12 724)
Transfers and Grants	1	50	50	–	–	–	–	–	–	50	52	55
NET CASH FROM/(USED) OPERATING ACTIVITIES		103 242	103 242	–	–	–	–	165	5	108 407	113 394	118 610
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables	-								–	–		
Decrease (increase) in non-current investments									–	–		
Payments												

Capital assets		86 016	86 016	-	-	-	-	-	-	86 016	89 973	94 111
NET CASH FROM/(USED) INVESTING ACTIVITIES		86 016	86 016	-	-	-	-	-	-	86 016	89 973	94 111
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans		-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-	-
Payments												
Repayment of borrowing		(0)	(0)	-	-	-	-	-	-	(0)	(0)	(0)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(0)	(0)	-	-	-	-	-	-	(0)	(0)	(0)
NET INCREASE/ (DECREASE) IN CASH HELD		189 258	189 258	-	-	-	-	5 165	5 165	194 423	203 367	212 722
Cash/cash equivalents at the year begin:	2	6 756	6 756	-	-	-	-	-	-	6 756	201 179	404 545
Cash/cash equivalents at the year end:	2	196 014	196 014	-	-	-	-	5 165	5 165	201 179	404 545	617 267

1. EXECUTIVE SUMMARY OF THE PERFORMANCE ASSESSMENT FOR THE PERIOD ENDING 31 MARCH 2021

3.3 SUMMARY AND CHALLENGES

High level assessment of the pre-determined objectives of the Service Delivery & Budget Implementation Plan from 01 July 2020 until 31 December 2020.

DESCRIPTION	KPA 1. BASIC SERVICE DELIVERY	KPA 2. MUNICIPAL TRANSFORMATION & DEVELOPMENT	KPA 3. LOCAL ECONOMIC DEVELOPMENT	KPA 4. MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	KPA 5. GOOD GOVERNANCE & PUBLIC PARTICIPATION	KPA 6: COMMUNITY DEVELOPMENT & SOCIAL COHESION	TOTAL INSTITUTIONAL KPI
2020/2021 SDBIP Targets	24	18	6	40	40	19	147
2020/2021 3 rd Quarter Targets set	19	17	6	23	28	11	104
Targets achieved	10	13	5	14	19	10	71
% Targets achievements	52%	76%	83%	64%	64%	90%	68%

DEPARTMENT OF TECHNICAL SERVICES

The Department is responsible for ensuring that Water & Waste Water service is provided to all households in accordance with Blue Drop & Green Drop standards; Ensuring the provision of access to basic electricity service, Ensuring Implementation and Compliance with NEM: Waste Act 59 of 2008 leading to Successful Implementation of Sustainable Environmental Management Programmes; To ensure that all Municipal Capital projects are managed within contractual prescripts; and to improve the standard of roads and storm water drainages in the Municipality amongst others. It is charged with the responsibility of ensuring that municipal services are provided within an RDP standard to all residents in a sustainable manner.

PROJECT MANAGEMENT

The Department is charged with the obligation to ensure that all Municipal Capital projects are managed within contractual prescripts, however, the following projects paints a negative picture regarding the performance of the Department:

PROJECT NAME	3 RD QUARTER TARGET	STATUS	REASONS CITED FOR NOT MEETING THE TARGET
Percentage of progress made on the Manyatseng Construction of 1.7 km paved roads and storm water in Los-my-cherry and Vukuzenzele by 30 June 2021	100%	85%	Rainfall, contractor had troubles with the suppliers
Percentage of progress made on WC & WDM phase 1 in Ladybrand and Tweespruit by 30 June 2021	100%	38%	There is resistance from the residents refusing the meters. Contractor could not start in Tweespruit due to vending problems
Percentage of progress made on Rehabilitation of Hobhouse Waste Water Treatment Works with the pump-station by 30 June 2021	25%	0%	The project was re-advertised due to non- responsiveness from bidders
Percentage of progress made on Refurbishment of Hobhouse Water Treatment Works (Chlorine station) by 30 June 2021	25%	0%	The project was re-advertised due to non- responsiveness from bidders

ON ROADS AND STORM WATER

In this regard, the Department has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 2020/2021 Service Delivery Budget and Implementation Plan.

PROJECT NAME	3 RD QUARTER TARGET	STATUS	REASONS CITED FOR NOT MEETING THE TARGET
Kilometres of roads re-gravelled by 30 June 2021	0,5km	0	Division does not have the required yellow fleet to perform the task. Municipal yellow fleet is broken

Department : Community Services

In this regard, the Department has achieved fully effective results against almost all of the performance criteria and indicators as specified in the 2020/2021 Service Delivery Budget and Implementation Plan

PROJECT NAME	3 RD QUARTER TARGET	STATUS	REASONS CITED FOR NOT MEETING THE TARGET
Number of sport and recreational facilities cleaned per month	75	69	CWP Participants recalled to their place of work after being away due to Covid-19 pandemic

Department: Chief Financial Officer

The Department is responsible for Financial Viability and Management, Sound Financial Management and Reporting.

(a) PERFORMANCE MONITORING AND EVALUATION OF EXTERNAL SERVICE PROVIDERS

No evidence was obtained that the work of the law firm appointed for debt collection was consistently monitored because no progress reports were submitted by the Revenue Division, therefore, no determination could be made whether there is little or no value derived from the contract.

(b) COMPLIANCE WITH LEGISLATION/ INTERNAL CONTROL ISSUES

The Department submitted the Section 71 report for January 2021 and no reports for February and March 2021, furthermore, the billing report for February and March were also outstanding as at the end of April 2021.

As at the 31st March 2021, our collection rate although higher than 33% of the 2nd quarter, it still remains low at 47% at the period ending 31 March 2021, which is a serious concern in that there appears to be no movement from the 2019/2020 financial year, the situation is compounded by the fact that the 2020/2021 Annual Budget was compiled with an estimated collection rate of 70%, therefore a collection rate of 47% is far below 70% which in any event is also lower than the National Norm of 95%.

In this regard, the Department has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 2020/2021 Service Delivery Budget and Implementation Plan.

KPI	3 RD QUARTER TARGET	STATUS	REASONS CITED FOR NOT MEETING THE TARGET
Revenue collection increased to 70% of the 100% billed accounts per quarter	70%	47%	Inability to cut off electricity for non-payment of services in township
Number of signed off debtor's reconciliation control accounts generated by 30 June 2021	3	2	Month 9 not yet closed
Number of registers sent to water division on faulty meters by 30 June 2021	3	0	Delays regarding the maintenance of faulty metres
Number of monthly billing authorisations conducted	3	1	Month 8 and 9 not yet closed
Number of cut off register for top debtors in towns implemented by 30 June 2021	3	1	Month 8 and 9 not yet closed
Number of reconciliations performed between the General Ledger & fixed Asset Register as at 30 June 2021	3	0	To be done at the end of the financial year
Number of section 71 Reports submitted to the Mayor within 10 days after the end of the month	3	1	The finance department I currently busy processing transaction for the month of February 2021
Number of Section 11 reports tabled in Council by 30 June 2021	1	0	The Section 11 report has not yet been to Council for approval since the Finance Committee will only be sitting on the 20th April 2021
Number of section 52 (d) reports tabled in Council within 30 days after the end of the month	1	0	The finance department I currently busy processing transaction for the month of March 2021
Percentage invoices paid within 30 days	100%	20%	Cashflow challenges

Department: Municipal Manager's Office

In this regard, the Department has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 2020/2021 Service Delivery Budget and Implementation Plan.

KPI	3 RD QUARTER TARGET	STATUS	REASONS CITED FOR NOT MEETING THE TARGET
-----	--------------------------------	--------	--

Number of integrated Development Plan Community Representative forum held 30 June 2021	1	0	The meeting was called off due to poor attendance
Number of approved Draft IDP tabled in Council on or before 31 March of every year submitted to FSCOGTA within a prescribed period	1	0	The 2021/2022 Draft IDP & Budget was tabled after the prescribed period due to outstanding matters relating to the Budget.
Number of Audit Committee meetings held by 30 June 2021	1	0	Audit committee contracts expired under 3rd quarter
Number of audit committee reports submitted to Council by 30 June 2021	1	0	Audit committee contracts expired under 3rd quarter
Number of reviews updates on the Audit Action Plan by 30 June 2021 by Audit committee	1	0	2019/2020 audit for current year is still in progress
Number of Reports submitted to Risk Management Committee for approval by 30 June 2021	1	0	Risk Management Committee Chairperson not yet appointed
Number of Risk Committee meetings held by 30 June 2021	1	0	Risk Management Committee Chairperson not yet appointed
Number of reviewed Communication Strategy approved by Council by 30 June 2021	1	0	Communication Strategy referred back to the Mayor and MM by Council for finalisation.
Number of reports on support projects accomplished towards tourism development by 30 June 2021	1	0	NO POE

Department: Corporate Services

In this regard, the Department has achieved fully effective results against almost all of the performance criteria and indicators as specified in the 2020/2021 Service Delivery Budget and Implementation Plan.

KPI	3 RD QUARTER TARGET	STATUS	REASONS CITED FOR NOT MEETING THE TARGET
Number of awareness made on Health and Safety at workplace by 30 June 2021	1	0	COVID 19 restrictions
Number of OHS meetings held by 30 June 2021	1	0	OHS Reps appointed late
Number of Council resolutions implementation report submitted to Council by 30 June 2021	1	0	Committee Officer on sick leave
Percentage of disciplinary matters processed and finalised within 90 days by 30 June 2021	100%	0	Matters had to be postponed because of the non-availability of presiding officers and the availability of dates given by unions

MUNICIPAL PERFORMANCE PLANS 2020/2021 MAIN REPORT

Department: Community Services: KPA: Community Development & Social Cohesion

SECURITY MANAGEMENT DIVISION																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1.2 To provide effective community development and social services	To provide effective community development and social services	Security management policy approved by council by 30 June 2021	Council resolution and a Security policy	Target	Number	0		1	0	0	0	0	Applicable in the 4 th quarter	N/A	N/A	N/A
				Budget												
FIRE AND DISASTER MANAGEMENT																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1.1	To provide effective community development and social services	Number of fire safety inspections done by 30 June 2021	Fire safety inspections register	Target:	Number	161	15	240	161	60	60	60	63	+3	N/A	N/A
				Budget	Rand											
Activity1.3		Number of Public Awareness campaigns on public safety conducted by 30 June 2021	Report & attendance register	Target:	Number	60		60	60	20	20	10	12	+2	N/A	N/A
				Budget	Rand											
Activity1.4		Disaster Management Plan reviewed and approved by 30 June 2021	Council resolution and the approved Disaster Management Plan	Target:	Number	1		1	1				Applicable in the 4 th quarter	N/A	N/A	N/A
				Budget	Rand											
Activity1.6		Number of reports on Disaster Management submitted to the TMDM by 30 June 2021	Report & proof submission	Target	Rand	0		4	New KPI	1	1	1	2	+	N/A	N/A
	Budget			Number												

TRAFFIC MANAGEMENT DIVISION

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performance	Quar ter 1	Quar ter 2	Quar ter 3	Progre ss on review	Varian ce	Reason s for Varian ce	Remed ial steps taken / to be taken
	To comply with the provisions of ARTO	Number of Traffic check points conducted by 30 June 2021	Check report	Target:	Number	381		300	381	50	150	50	599	549	Traffic movem ent after Festive season and holiday leading toward Easter weeke nd	N/A
				Budget	Rand											
		Number of traffic operations conducted by 30 June 2021	Traffic Operations report	Target	Rand	0		4	New KPI	1	1	1	1	0	N/A	N/A
				Budget	Number											

Human Settlement & Urban Planning Division

Human Settlement & Urban Planning Division																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1.2		Number of consumer education on security of tenure conducted by 30 June 2021	Report & attendance register	Target:	Number	2		4	2	1	1	1	2	+1	N/A	N/A
				Budget	Rand											
Activity1.3		Housing Sector Plan approved by 30 June 2021	Housing Sector plan & Council resolution	Target:	Number	1		1	1	1	0	0	Applicable in the 4 th quarter	N/A	N/A	N/A
				Budget												
Activity1.4		Number of municipal residential properties leased by 30 June 2021	Annual Signed lease agreements	Target	Number	47		40	New KPI				45	+5	2 of 47 remains vacant	Proper maintenance of properties
				Budget									Rand			

Activity1.5		Number of municipal land leased for economic development by 30 June 2021	Annual Signed lease agreements	Target	Number	29		6	New KPI					8	+2	Renewed contacts	Portions of lands advertised for lease
				Budget	Rand												
Activity1.6		Number of municipal land leased for social activities by 30 June 2021	Signed lease agreements	Target	Rand	0		6	New KPI					3	3	Expired contracts	Lessees to be consulted for renewal or termination of contracts
				Budget	Number												

Development Planning and Management Division																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performance	Quar ter 1	Quar ter 2	Quar ter 3	Progre ss on review	Varian ce	Reason s for Variance	Remed ial steps taken / to be taken
Activity No. 1.1	To Ensure that all the building plans received within the municipal jurisdiction concur with the approved design in terms of the NBRBS Act 103 of 1977; and compliance with SPLUMA 16 of 2013	Number of land use Contravention Notices issued by 30 June 2021	Contravention notices issued	Target	Number	82	15	130	82	30	30	35	35	N/A	N/A	N/A
				Budget												
Activity No.1.2		SDF Review approved by Council by 30 June 2021	SDF and Council resolution	Target	Number	1		1	1				Applica ble in the 4 th quarter	N/A	N/A	N/A
				Budget												
Activity No. 1.3		Land Use Management Scheme compiled and approved by Council by 30 June 2021	LUMS and Council resolution	Target	Number	0		1	0				Applica ble in the 4th quarter	N/A	N/A	N/A
				Budget												

PARKS, PROPERTIES AND CEMETERIES																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity No. 1.1	To ensure that all properties of council are properly maintained	Number of municipal properties cleaned per month	Job cards	Target	Number	52	15	52	52	13	13	13	56	43	CWP Participants recalled to their place of work after being away due to Covid-19 pandemic	N/A
				Budget												
Activity No.1.2		Number of sport and recreational facilities cleaned per month	Job cards	Target	Number	300		300	280	75	75	75	69	-6		Utilize the CWP participants
				Budget												
Activity No. 1.3		Number of cemeteries maintained per quarter	Job cards	Target	Number	40		40	40	10	10	10	97	+87		N/A
				Budget												

2. DEPARTMENT OF TECHNICAL SERVICES

KPA: Basic Service & Infrastructure Development

Water and Sanitation Division																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1. 1	Water & Waste water service provided to all households in accordance with Blue Drop &	Number of water quality tests conducted per month	Water quality test results from the Lab	Target:	Number	12	30%	12	9	3	3	3	3	0	N/A	N/A
				Budget	Rand											
Activity1. 2		Number of waste water quality tests conducted per month	Waste water test results from the Lab	Target:	Number	9		12	9	3	3	3	3	0	N/A	N/A
				Budget	Rand											

Activity1.3	Green Drop standards	Water Services Development Plan reviewed by 30 June 2021	Council Resolution and reviewed WSDP	Target	Number	1		1	1	0	0	0	0	0	To be submitted in the 4th quarter	To be submitted in the 4th quarter
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Refuse Removal, Environment & Waste Management																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performance	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1. 1	Ensure Implementation and Compliance with NEM: Waste Act 59 of 2008 leading to Successful Implementation of Sustainable Environmental Management Programmes	Annually review Integrated Waste Management Plan approved by 30 June 2021	Council resolution on Integrated Waste Managemen t Plan	Target:	Number	1	25%	1	1	0	0	0	0	0		
				Budget	Rand											
Activity1. 3		Frequency of Refuse removal collected throughout Mantsopa areas by 30 June 2021	Monthly collection Schedule & Job Cards	Target:	Number	528		528	528	132	132	132	141	+9		
				Budget	Rand											
Activity1. 4		Number of Quarterly Provincial Waste Management Officers Forum meetings held by 30 June 2021	Attendance registers and Minutes	Target:	Number	4		4	4	1	1	1	0	-1		
				Budget	Rand											
Activity1. 6		Number of CWP Local Reference Committee meetings held per quarter	Minutes and Attendance Registers	Target:	Number	4		4	4	1	1	1	0	-1		
				Budget	Rand											
Project management Unit																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performance	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken /

																to be taken
Activity1.1	To ensure that all Municipal Capital projects are managed within contractual prescripts	Percentage of progress made on the Manyatseng Construction of 1.7 km paved roads and storm water in Losmy-cherry and Vukuzenzele by 30 June 2021	Progress reports & Completion Certificate	Target:	Percentage	65%	20%	100%	65%	75.0 %	82.0 %	100 %	85%	-15	Rainfall impending progress. No plant on site to complete the works	Change suppliers extend the completion date based of the rain delay
				Budget	Rand											
Activity1.2		Percentage of progress made on WC & WDM phase 1 in Ladybrand and Tweespruit by 30 June 2021	Progress report & Completion Certificate	Target:	Percentage	0%		100%	0%	10%	50%	100 %	38%	-62%	There is resistance from the residents refusing the meters. Contract or could not start in Tweespruit due to vending problems	Requires political support/intervention. Vending system was resolved few days before end of this quarter. Project to be accelerated
				Budget	Rand											
Activity1.3		Percentage of progress made on WC & WDM phase 2 in Hobhouse by 30 June 2021	Progress reports & Completion Certificate	Target:	Percentage	0%		100%	0%	Appointm ent of Contractor	20%	25%	53,46%	-28,46%	N/A	N/A
				Budget	Rand											
Activity1.4		Percentage of progress made on Rehabilitation of Hobhouse Waste Water Treatment	Progress reports & Completion Certificate	Target	Percentage	0%		100%	0%	Appointm ent of Cont	20%	25%	0%	-25%	Birds were not responsive	Expedite Re-advert

		Works with the pump-station by 30 June 2021		Budget	Rand				ractor								
Activity1.5		Percentage of progress made on Refurbishment of Hobhouse Water Treatment Works (Chlorine station) by 30 June 2021	Progress reports & Completion Certificate	Target	Percentage	0%		100%	0%	Appointm ent of Contractor	20%	25%	0%	-25%			
				Budget	Rand												
Activity1.6		Percentage of progress made on Commissioning of Grey Water System in Boroa by 30 June 2021	Progress reports & Completion Certificate	Target	Percentage	0%		100%	0%	Appointm ent of Contractor	50%	52%	65,45%	34,55%			
				Budget	Rand												
Activity1.7		Percentage of progress made on the construction of Ladybrand 6ML reservoir and pipeline by 30 June 2021	Progress reports & Completion Certificate	Target	Percentage	0%		100%	0%	Appointm ent of Contractor	10%	30%	45,37%	54,63%			
				Budget	Rand												
Activity1.8		Percentage of progress made on Manyatseng construction of 1.9 paved roads and stormwater in Masakeng by 30 June 2021	Progress report & Completion Certificate	Target:	Percentage	29%		100%	29%	60%	75%	80%	100%	N/A	N/A	N/A	
				Budget	Rand												
Activity1.9		Percentage progress made on Manyatseng : Establishment and Formalisation of new cemeteries by 30 June 2020	Progress reports & Completion Certificate	Target:	Percentage	0%		100%	New KPI	20%	50%	70%	100%	N/A	N/A	N/A	
Activity1.10		Percentage progress made on Tweespruit /Borwa: Upgrading	Progress report &	Target:	Percentage	20%		100%	20%	50%	70%	100 %	100%	N/A	N/A	N/A	
				Budget	Rand												

		of sports field (Phase 1) by 30 June 2021	Completion Certificate														
Activity1.11		Number of MIG Annual reports prepared to comply with MIG Conditions by 30 June 2021	Signed 2019/20 Annual Report	Target: Budget	Number Rand	1		1	1	1	0	0	Applicable in the 3 rd quarter				
Activity1.12		Number of EPWP beneficiaries appointed by 30 June 2021	Employment Contracts	Target: Budget	Number Rand	257		270	257	75	184	204	275	+71	N/A	N/A	
Activity1.13		Number of EPWP Implementation Plans generated by 30 June 2021	Signed Annual Plan	Target: Budget	Number Rand	1		1	1	1	0	0		1	N/A	N/A	
Roads and Stormwater																	
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken	
Activity2.1	To improve the standard of roads and storm water drainages in the Municipality	Kilometres of roads re-gravelled by 30 June 2021	Job Cards	Target:	Kilometres	7.6km	25%	2km	7.6km	0.5K m	0.5K m	0.5K m	0	-0.5km	Division does not have the required yellow fleet to perform the task. Municipality yellow fleet is broken	Department of Police, Roads and Transport has borrowed the municipality yellow fleet to assist with graveling	
				Budget	Rand												
Activity2.2		Kilometres of roads reshaped by 30 June 2021	Job Cards	Target:	Kilometres	33,7 km		1km	33,7 km	0.0K m	0.0K m	0.5K m	6.88km	+6.38km	N/A	N/A	
				Budget	Rand												
Activity2.4		Kilometres of Storm-water channel cleaned by 30 June 2021	Job Cards	Target:	Kilometres	2.58 km		10km	2.58 km	2.58 km	2.58 km	2.58 km	1.72KM	-0.86KM			
				Budget	Rand												

Activity2.5		Numbers of Roads and Stormwater Maintenance Plan by 30 June 2021	Approved Maintenance Plan & job cards	Target	Number	1		1	1	0	0	0	0	0	N/A	N/A
				Budget	Rand											

3.DEPARTMENT OF CORPORATE SERVICES

KPA: INSTITUTIONAL TRANSFORMATION & DEVELOPMENT

Human Resources Division																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weig hting	Annual Target	Past year performance	Quarter 1	Quarte r 2	Quarter 3	Progre ss on review	Varian ce	Reason s for Variance	Remed ial steps taken / to be taken
Activity1.1	Development of the corporate Services Excellence	Number of HR related policies reviewed by Council by 30 June 2021	Reviewed policies and Council resolution	Target	Number	1	30%	1	1	0	0	0	Applica ble in the 4 th quarter			
				Budget												
Activity1.2		Number of awareness made on Health and Safety at workplace by 30 June 2021	Notice, attendance register & minutes	Target	Number	1		4	1	1	1	1	0	-1	COVID 19 restrict ions	OHS Reps appoin ted on 02 Jan 2021
				Budget												
Activity1.3		Number of OHS meetings held by 30 June 2021	Minutes, Attendance Register & programme	Target	Number	1		4	1	1	1	1	0	-1	OHS Reps appoin ted late	Trainin g conduc ted for OHS Reps
				Budget												
Activity1.3		Number of reports on retirements, recruitment and light duty submitted to Council for consideration by 30 June 2021	Reports & Council minutes	Target	Number	0		4	New KPI	1	1	1	1	0	N/A	N/A
				Budget												
Activity 1.4		Institutional Job evaluation conducted by 30 June 2021	Job Evaluation Report	Target	Number	0		1	0	0	0	0	Applica ble in the 4 th quarter	N/A	N/A	N/A
				Budget	Rand											

Activity 1.5		Organisational Structures reviewed and approved by Council by 30 June 2021	Organisational Structure & Council resolution	Target Budget	Number Rand	1		1	1	0	0	0	Applicable in the 4th quarter			
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Administration and Council Support

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Output 2	Development of the corporate Services Excellence	Number of Council resolutions implementation report submitted to Council by 30 June 2021	Council resolutions progress register & resolution	Target	Number	1	30%	4	1	1	1	1	0	-1		
				Budget	Rand											
Activity2.1		Number of Year plans compiled and approved by Council by 30 June 2021	Year Plan & council resolution	Target	Number	1		1	1	0	0	0	Applicable in the 4 th quarter	N/A	N/A	N/A
				Budget												
Activity2.2		Number of Council meetings held by 30 June 2021	Notice, Minutes & Attendance register	Target	Number	15		8	15	2	2	2	2	N/A	N/A	N/A
				Budget	Rand											
Activity2.3		Number of EXCO Meetings held by 30 June 2021	Notice, Minutes & Attendance register	Target	Number	6		6	6	1	2	1	1	0	N/A	N/A
				Budget	Rand											
Activity 2.4		Number of MPAC meetings held by 30 June 2021	Notice, Minutes & Attendance register	Target	Number	2		6	0	1	2	1	0	0		
				Budget	Rand											
Activities 2.5		Number of Analysis Reports on Attendance of Meetings by Councillors by 30 June 2021	Analysis report and proof submission to Speaker	Target	Number	2		2	1	0	1	0	Applicable in the 4 th quarter	N/A	N/A	N/A
				Budget	Rand											

LEGAL AND LABOUR

Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity2.8	Development of the Corporate Services Excellence	Number of Contingent Liability Register reviewed by 30 June 2021	Contingent Liability register	Target	Number	12	20%	12	12	3	3	3	3	N/A	N/A	N/A
				Budget												
Activity2.10		Percentage of disciplinary matters processed and finalised within 90 days by 30 June 2021	Judgements & register	Target	Percentage	100%		100%	100%	100%	100%	100%	-100%	Five hearing still need to finalised	Matters had to be postponed because of the non-availability of presiding officers and the availability of dates given by unions	Parties have affirmed that they will attend to next dates scheduled for the hearing
				Budget												
Skills Development Division																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1.1	Development of the corporate Services Excellence	Number of Work place skills Plan submitted to Dept of Labour by 30 June 2021	Work place skills Plan (WSP) and proof of submission	Target:	Number	1	20%	1	1	0	0	0	1			
				Budget												
Activity1.2		Number of Annual Training Report submitted to Training Committee & Dept of Labour by 30 June 2021	Annual Training report (ATR) & proof submission	Target:	Number	1		1	1	0	0	0	1			
				Budget												
Activity1.3		Number of institutional Skills	Skills Audit report	Target:	Number	1		1	1	0	0	0	1			
				Budget												

		audit conducted by 30 June 2021														
Activity1. 5		Number of Employment Equity Report submitted to the Dept of Labour by 30 June 2021	Employment Equity report & proof of submission	Target: Budget	Number	1		1	1	0	1	0	0			

**DEPARTMENT OF CHIEF FINANCIAL OFFICER:
KPA: FINANCIAL VIABILITY & MANAGEMENT**

Revenue Management Division																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1	Sound Financial Management and Reporting	Revenue collection increased to 70% of the 100% billed accounts per quarter	S52d report	Target:	Percentage	33%	30%	70%	38%	70%	70%	70%	47	-23%	Inability to cut off electricity for non-payment of services in township	Installation of prepaid water meters in Ladybrand
				Budget	Rands											
Activity1.1		Number of signed off debtor's reconciliation control accounts generated by 30 June 2021	Monthly Debtors reconciliation reports	Target:	Number	12		12	12	3	3	3	2	-1	Month 9 not yet closed	Reconciliations to be done for all months
				Budget												
Activity1.2		Number of registers sent to water division on faulty meters by 30 June 2021	Registers to Water Division on faulty meters	Target:	Number	12		12	12	3	3	3	0	-3	Delays regarding the maintenance of faulty metres	Registers to be sent monthly
				Budget												
Activity1.3		Number of monthly billing authorisations conducted	Monthly Bill reports	Target:	Number	12		12	12	3	3	3	1	-2	Month 8 and 9 not yet closed	Monthly authorisations should be conducted
				Budget												

																	every month
Activity1.4		Number of Revenue related policies approved by Council as at 30 June 2021	Council resolution & reviewed policies	Target	Number	5		5	5	5				Applicable in the 4 th quarter	N/A	N/A	N/A
				Budget													
Activity1.5		Number of revenue enhancement strategies approved by 30 June 2021	Approved revenue enhancement strategy plus Council resolution	Target:	Number	0		1	0	1	0	0	1		N/A	N/A	N/A
				Budget													
Activity1.6		Number of updates of the supplementary valuation roll by 30 June 2021	Updated certified supplementary Valuation roll	Target:	Number	1		1	1				1		N/A	N/A	N/A
				Budget													
Activity1.7		Number of cut off register for top debtors in towns implemented by 30 June 2021	Cut off notices	Target	Number	0		12	New KPI	3	3	3	1		-2	Month 8 and 9 not yet closed	Cut off notices to be done every month
				Budget													

ASSET MANAGEMENT																	
Planni ng level	Predetermi ned Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performan ce	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken	
Activity 1.3	Sound Financial Manageme nt and Reporting	Number of MFMA compliant Asset reviewed as at 30 June 2021	Updated Asset Register	Target	Number	1		1					0				
				Budget													
Activity 1.4		Number of monthly updates of assets performed in terms of accounting requirements	Additions report	Target	Number	12		12	12	3	3	3	3	0	N/A	N/A	
				Budget													

Activity 1.5		Number of Assets verified quarterly according to accounting standards	Verifications report	Target Budget	Number	4		4	4	1	1	1	3	0	N/A	N/A
Activity 1.6		Number of reconciliations performed between the General Ledger & fixed Asset Register as at 30 June 2021	Reconciliation s report	Target Budget	Number	12		12	12	3	3	3	0	3		
Activity 1.7		Number of analysis report of current fleet by category conducted by 30 June 2021	Analysis report	Target Budget	Number	1		1	1		1		3	0	N/A	N/A
Activity 1.8		Number of reports on vehicles licenced and registered as at 30 June 2021	Schedule of licencing	Target: Budget	Number			12	12	3	3	3	3	0	N/A	N/A
Activity 1.9		Number of Fuel consumption reports generated to detect the losses as at 30 June 2021	Monthly Fuel report consumption reports	Target: Budget	Number	12		12	12	3	3	3	3	0	N/A	N/A
Activity 1.10		Number of Fleet Management related policies approved as at 30 June 2021	Approved updated Asset policies, Council resolution	Target: Budget	Number	1		1	1	1			1	0	N/A	N/A

SUPPLY CHAIN																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weig hting	Annual Target	Past year performan ce	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity5. 1	Sound Financial Managem ent and Reporting	Number of Supply Chain Management Policies revised and approved as at 30 June 2021	Approved Revised Supply Chain Management policy and council resolution, Infrastructure Procurement &	Target Budget	Number	1	20%	1	1	2			1	0	N/A	N/A

[illegible]

BUDGET AND REPORTING DIVISION																
Planni ng level	Predetermi ned Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performan ce	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
				Budget												
	Sound Financial Manageme nt and Reporting	Number of MFMA compliant Annual Budget approved by Council by 30 June 2021	Council resolution Approved Budget	Target	Number	1	10%	1	1	1			N/A	N/A	N/A	N/A
Budget				Rand												
					Target:	Number		5	5	5	5	0	0	N/A	N/A	N/A

Activity 1.2		Number of budget related policies approved by 30 June 2020	Approved policies with council resolutions	Budget	Rand											
		Number of MFMA compliant Draft Annual Budget tabled in Council by 30 June 2021	Council resolution Tabled Budget	Target	Number	1	1	1			1	1	0	N/A	N/A	
				Budget	Rand											
Activity 1.3		Number of section 71 Reports submitted to the Mayor within 10 days after the end of the month	Section 71 reports & proof of submission	Target:	Number	12	12	12	3	3	3	1	2	The finance department I currently busy processing transaction for the month of February 2021	Catching up with the assistance of the EMS support (Service Providers)	
				Budget	Rand											
Activity 1.4		Number of Section 11 reports tabled in Council by 30 June 2021	Section 11 reports and council resolutions	Target	Number	4	4	4	1	1	1	0	1	The Section 11 report has not yet been to Council for approval since the Finance Committee will only be sitting on the 20 th April 2021	The report will be part of the Council meeting to be held on the 28 th of April 2021	
				Budget	Rand											
Activity 1.5		Number of section 52 (d) reports tabled in Council within 30 days after the end of the month	Section 52 (d) Reports & Council resolution	Target:	Number	4	4	4	1	1	1	0	1	The finance department I currently busy processing transaction for the month of March 2021	Once the catch up is done ,and the three months financial information is available the Section	

																	52D will be done
				Budget	Rand												
Activity 1.6		Number of Mid-year Budget Performance Assessment report submitted to the Mayor, PT & NT on or before 25 of each year	Mid-year Budget Performance Assessment Report, & proof of submission	Target:	Number	1		1	1	0	0	1	1	0	N/A	N/A	
				Budget	Rand												
Activity 1.7		Number of Annual Financial Statements submitted to the office of the Auditor General by the 31 st Aug each year	Signed off Annual Financial Statements and proof of submission	Target:	Number	1		1	1	1	0	0	N/A	N/A	N/A	N/A	
				Budget	Rand												

Expenditure Management Division																	
Planni ng level	Predetermine d Objectives	Key Performance Indicator	Evidence	type	Unit of Measu re	Base line	Weighi ng	Annual Target	Past year performa nce	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken	
Activity 1.1	Sound Financial Management and Reporting	Number of top 10 key creditors accounts reconciled by 30 June 2021	Monthly Reconciliation reports	Target	Numbe r	12	10%	12	12	3	3	3	3	0	N/A	N/A	
				Budget	Rand												
Activity 1.2		Percentage invoices paid within 30 days	Monthly statistics reports	Target	Perce ntage	60%		100%	60%	100 %	100 %	100 %	20%	-80%	Cashflow challenges	Improve the cashflow	
				Budget	Rand												
Activity 1.4		Number of reports on fruitless and wasteful expenditure tabled in Council by 30 June 2021	Quarterly reports on fruitless and wasteful expenditure & Council resolutions	Target	Numbe r	4		4	4	1	1	1	N/A	N/A	N/A	N/A	
				Budget	Rand												
Activity 1.5		Number of VAT 201 reports submitted to SARS by 30 June 2021	Monthly VAT 201 submissions to SARS	Target	Numbe r	12		12	12	3	3	3	3	N/A	N/A	N/A	
				Budget	Rand												
Activity 1.6		Number of Section 66 reports tabled in Council by 30 June 2021	Section 66 reports & Council resolution	Target	Numbe r	4		4	4	1	1	1	1	N/A	N/A	N/A	
				Budget	Rand												

Payroll Administration																	
Planni ng level	Predetermi ned Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weight ing	Annual Target	Past year performa nce	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken	
Activity 1.1	Sound Financial Manageme nt and Reporting	Number of Payment of salaries by the 25 th day of every month	Proof of payment	Target	Number	12	5%	12	12	3	3	3	3	N/A	N/A	N/A	
				Budget													
Activity 1.2		Number of Clearance of salary related suspense account by 30 June 2021	Monthly reconciliations	Target	Number	12		12	12	3	3	3	3	N/A	N/A	N/A	
				Budget													
Activity 1.4	Number of updates on the risk register	Payment of third parties by the 7 th day of every month	Proof of payment	Target	Number	12		12	12	3	3	3	1	2			
				Budget													
Activity 1.5		Number of Submission of EMP 501 to SARS by 30 June 2021	IRP 5 file & EMP 501 reconciliation	Target	Number	1		1	1	0	0	0	N/A				
				Budget													
Activity 1.5	Updated Risk Register	Number of Payroll related policies approved by Council by 30 June 2021	S & T policy and Council resolution	Target	Number Rands	1		1	1	1			N/A				
				Budget													

DEPARTMENT OF THE MUNICIPAL MANAGER

KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION To ensure that the municipality is managed in a transparent, equitable and responsible manner

Planni ng level	Predetermi ned Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseli ne	Weig hting	Annual Target	Past year performan ce	Quar ter 1	Quar ter 2	Quar ter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1.1	To ensure that the municipal ity is managed in a transparent , equitable and	Number of meetings held on the implementation of the IDP Review Process Plan by 30 June 2021	Notices, attendance registers and minutes	Target:	Number	20		16	20	0	8	0	8	8		
				Budget:												
Activity 1.2		Number of publications of the approved IDP Review Process Plan 30 June 2021	Media Publications	Target	Number	1		1	1	1	0	0	0	0		
				Budget												
Activity 1.3		Number of integrated Development Plan Community Representative forum held 30 June 2021	Notices, attendance registers and minutes	Target	Number	1		1	1			1		1		
				Budget												

Activity 1.4	responsible manner	Number of approved Draft IDP tabled in Council on or before 31 March of every year submitted to FSCOGTA within a prescribed period	Approved IDP; and proof of submission	Target Budget		1		1	1				1	1		
Activity 1.5		Number of approved Integrated Development Plan adopted by Council by 30 June 2021	Tabled draft Integrated Development Plan and a Council resolution	Target Budget	Number	0		1	0			1		0		
Activity 1.6		Number of Integrated Development Plan submitted to submitted to FSCOGTA within 10 days after approval by Council	Approved Integrated Development Plan and a council resolution	Target Budget	Number	1		1	1	0	0	0	1			

ORGANISATIONAL PERFORMANCE MANAGEMENT, MONITORING AND REPORTING																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1.9	To promote the culture of performance excellence	Number of Quarterly Review of the Municipal Manager & Senior Manager's Performance by 30 June 2021	Attendance register, Report of the Performance Review Panel	Target Budget	Number	4		2	4	0	1	0	N/A			
Activity 2.1		Number of performance quarterly reports submitted to Council for approval by 30 June 2021	Section 52 (d) (non- financial) and Council resolution	Target Budget	Number	4		4	4	1	1	1	1			
Activity 2.2		Number of annual performance reports submitted to Auditor General of South Africa by the 31 st Aug of each year	Draft Annual Report submitted to AGSA; and proof of submission to AGSA	Target Budget	Number	1		1	1	1	0	0	N/A			
Activity 2.3		Number of performance Agreements of the Senior Managers submitted to FSCOGTA annually	Signed Performance Agreements and proof of submission	Target Budget	Number	5		5	5	1	0	0	N/A			
Activity 2.4		Number of MFMA compliant annual reports tabled to Council by 30 June 2021	Tabled annual Report and a	Target Budget	Number	1		1	1	0	0	1	N/A			

			Council Resolution														
Activity 2.5		Number of MFMA compliant annual reports submitted to Council for approval by 31 March 2021	Council resolution	Target	Number	1			1	1	0	0	1	N/A			
				Budget													
				Budget													
Activity 2.7		Number of oversight reports submitted to Council for consideration by 31 March 2021	Adopted Oversight Reports adopted by Council	Target	Number	1			1	1	0	0	1	N/A			
				Budget													
Activity 2.8		Number of monthly reports on the implementation of back to Basics programme by 30 June 2021	Monthly reports & proof of submission	Target	Number	12			12	12	3	3	3	3			
				Budget													

Internal Audit & Risk Management Unit																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Type	Unit of Measure	Weighting	Base line	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1	To ensure that the municipality is managed in a transparent, equitable and responsible manner	Number of Audit Committee meetings held by 30 June 2021	Notices, attendance register & minutes	Target	Number	20%	4	4	4	1	1	1	0	1	Audit committee contracts expired under 3 rd quarter	Audit committee members appointed on the 1 st of April 2021
				Budget												
Activity 1.1		Number of reviewed and approved internal Audit Charter by 30 June 2021	Approved Internal Audit Charter; and signed minutes of the AC	Target	Number		1	1	1	1	0	0	N/A	N/A	N/A	Achieved
				Budget												
Activity 1.4		Number of approved Coverage Plan approved by AC by 30 June 2021	Approved Coverage Plan; and signed minutes of the AC	Target	Number		1	1	1	1	0	0	N/A	N/A	N/A	Achieved
				Budget												
Activity 1.5		Number of engagement letters on quarterly plans drafted by 30 June 2021	Engagement letters; proof of submission to Directors	Target	Number		4	4	4	1	1	1	1	0	N/A	Achieved
				Budget												
Activity 1.6		Number of progress reports in implementation of coverage Plan submitted to AC by 30 June 2021	Progress reports	Target	Number		4	4	4	1	1	1	1	0	N/A	Achieved
				Budget												

Activity 1.9		Number of Quarterly audit reports compiled and submitted	Quarterly Audit Reports to Audit Committee	Target	Number		4	4	4	1	1	1	1	0	N/A	Achieved
				Budget												
Activity 1.10		Number of follow-up audit reports by 30 June 2021	Follow-up Audit reports	Target	Number		1	1	1			1	1	0	N/A	Achieved
				Budget												
Activity 1.12		Number of audit committee reports submitted to Council by 30 June 2021	Audit Committee Assurance reports and item	Target	Number		4	4	4	1	1	1	0	1	Audit committee contracts expired under 3 rd quarter	Audit committee members appointed on the 1 st of April 2021
				Budget												
Activity 1.16		Number of Internal Audit Findings Control Registers compiled by 30 June 2021	Internal Audit Findings Control Registers	Target	Number		4	4	4	1	1	1	1	1	N/A	Achieved
				Budget												
Activity 1.17		Number of reviews updates on the Audit Action Plan by 30 June 2021 by Audit committee	Reviewed Updated Audit Action Plan Agenda and minutes	Target	Number		4	4	4	1	1	1	0	0	2019/2020 audit for current year is still in progress	N/A
				Budget			4	2		0	0	1	0	1		

RISK MANAGEMENT																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Base line	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1.1	To ensure the effectiveness of Risk Management	Number of Reports submitted to Risk Management Committee for approval by 30 June 2021	Risk Management Reports and attendance register	Target	Number	4	10%	4	4	1	1	1	0			
				Budget												
Activity 1.2		Number of municipal wide risk assessment conducted by 30 June 2021	Annual Risk Assessment Report	Target	Number	1		1	1				0			
				Budget												

Activity 1.3		Number of Risk Management Documents Approved by Council 30 June 2021	Approved Strategic Risk Management Documents and Council resolution	Target	Number	6		5	6		5		0			
				Budget	Rands											
Activity 1.4		Number of Risk Committee meetings held by 30 June 2021	Notice, minutes and attendance register	Target	Number	4		4	4	1	1	1	0			
				Budget	Rands											

Information Communication Technologies																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity1.1	To develop and maintain IT infrastructure and security systems	Number of Information Communication Technology Steering Committee meeting held by 30 June 2021	Notice, Minutes and Attendance Register	Target	Number	4	10%	4	4	1	1	1				
				Budget												
Activity1.2		Number of security Patch management reports produced by 30 June 2021	Security patch management reports	Target	Number	12		12	12	3	3	3	3			
				Budget												
Activity1.3		Number of Firewall Maintenance Reports Produced by 30 June 2021	Firewall intrusion reports	Target	Number	12		12	12	3	3	3				
				Budget												
Activity 1.4		Number of Antivirus and Microsoft Offices 365 license licenses renewed by 30 June 2021	Licenses Certificates	Target	Number	3		3	3	1		1	1			
				Budget												
Activity 1.5		Number of Disaster Recovery Data restoration test conducted on SEBATA-FMS SERVER by 30 June 2021	Disaster Recovery Data Restoration Test Reports	Target	Number	4		4	4	1	1	1				
				Budget												
Activity 1.7		Number of ICT related policies reviewed by 30 June 2021	Policies & Council resolution	Target	Number	5		5	5							

Activity 1.7		Number of uploads on the municipal website by 30 June 2021	Screen shots and register	Target	Number	12		4	12	3	3	3				
				Budget	Rands											

Communication Services																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1.1	Putting People First:- Listen and Communicate	Number of reviewed Communication Strategy approved by Council by 30 June 2021	Approved Communication Strategic Documents and Council resolution	Target	Number	1	10%	1	1			1	0			
				Budget												
Activity 1.2		Number of media engagements Conducted by 30 June 2021	Attendance register and report	Target	Number	0		4	0	1	1	1	1			
				Budget												
Activity 1.3		Number of Local Communicators forum meetings held by 30 June 2021	Invitations, attendance register and minutes	Target	Number	0		4	0	1	1	1	1			
				Budget	Rands											
Activity 1.4		Number of press release on Council resolutions by 30 June 2021	Screen shots from official facebook page; press release to media	Target	Number	0		6	0	2	1	2	2			
				Budget	Rands											
Activity 1.5		Number of internal Communicators Forum meetings	Invitations, attendance register and minutes	Target	Number	4		4	4	1	1	1	1			
				Budget	Rands											

		held by 30 June 2021														
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Local Economic Development & Tourism																
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Past year performance	Quarter 1	Quarter 2	Quarter 3	Progress on review	Variance	Reasons for Variance	Remedial steps taken / to be taken
Activity 1.1	Provide an enabling environment for Radical Economic Transformation	Number of LED & Tourism related strategies reviewed by Council by 30 June 2021	Approved LED & Tourism Strategies and Council resolution	Target	Number	2	10%	2	2			2	2			
				Budget												
		Number of workshops conducted for local SMME's by 30 June 2021	Invitations, attendance register and report	Target	Number	0		4	0	1	1	1	1			
				Budget												
Activity 1.2		Number of engagements with organised local business structures by 30 June 2021	Invitations, attendance register and report	Target	Number	0		4	0	1	1	1	1			
				Budget												
Activity 1.4		Number of Cooperatives supported by 30 June 2021	Funding applications submitted	Target	Number	5		5	0	1	2	1	1			
Budget																
Activity1.5		Number of reports on agricultural development programmes accomplished by 30 June 2021	Agricultural development sector's reports	Target	Number	4		4	4	1	1	1	1			
				Budget												

Activity1. 6		Number of reports on support projects accomplished towards tourism development by 30 June 2021	Tourism development sector's support report	Target :	Number	4		4	4		2		0			
				Budget												