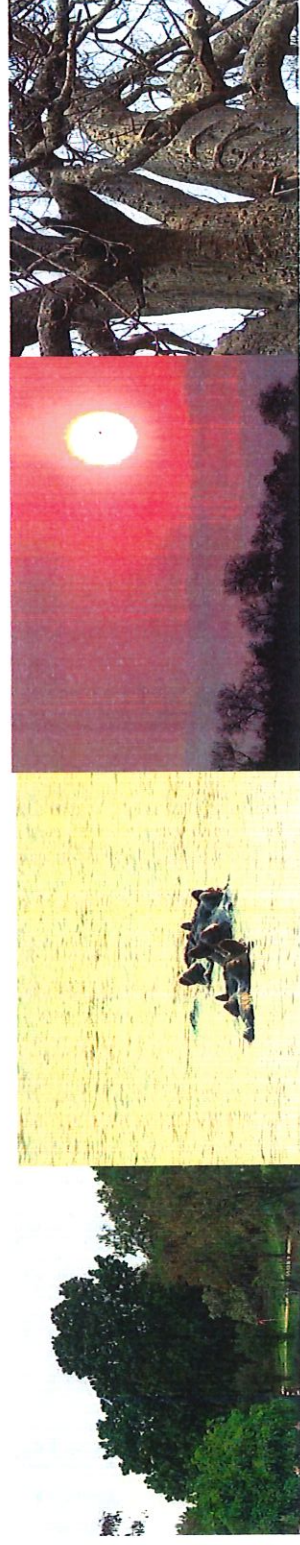


# BA-PHALABORWA LOCAL MUNICIPALITY



## 2020-2021 MID –YEAR PERFORMANCE REPORT



*"Provision of quality services for community well-being and*

*The Home of Marula and Wildlife Tourism*

# Contents

## 1. Introduction

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, “the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA.”

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired Projections over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that “the SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.”

## 2. Legislation

The Municipal Finance Management Act (MFMA) defines a Service Delivery and Budget Implementation Plan (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 municipal 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

Section 53 of the MFMA stipulates that the Mayor should approve the adjusted SDBIP within 28 days after the approval of the adjusted budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the adjusted SDBIP are made public within 14 days after their approval.

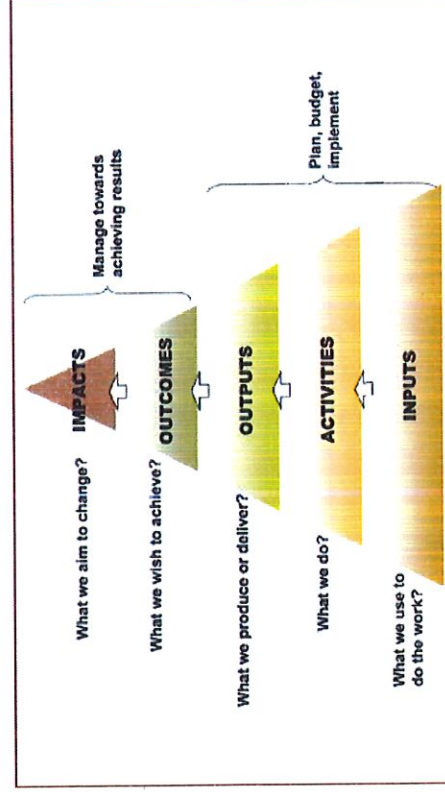
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote<sup>1</sup> \*
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

### 3. Methodology and Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (KPA) as prescribed by the Performance Management Guide for Municipalities of 2001, with the addition of Spatial Rationale as another KPA to be focused upon.

The methodology followed by BLM in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information.



#### 4. Strategic Intent

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**Vision:**

***“Provision of quality services for community well-being and tourism development***

**Mission:**

***“To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”***

**Values**

- Efficiency and effectiveness;
- Accountability;
- Innovation and creativity;
- Professionalism and hospitality;
- Transparency and fairness;
- Continuous learning and
- Conversation conscious

**Strategic objectives:**

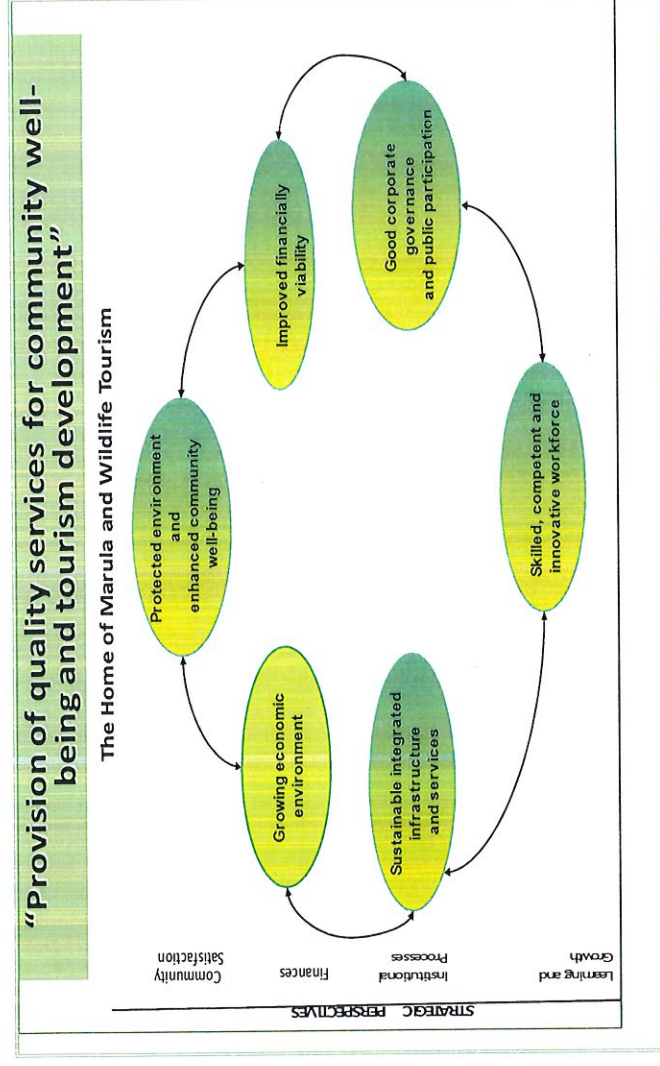
- Promotion of local economy
- Provision of sustainable integrated infrastructure land services

- Sustain the environment
- Improve financial viability
- Good corporate governance and public participation and
- Attract, develop and retain best human capital

Slogan:

*“The home of Marula and wildlife tourism”*

*The strategic objectives are spread across the four perspectives as indicated through the strategic map below:*



# **ACCOUNTING OFFICER'S ASSESSMENT OF PERFORMANCE**

## **1. BACKGROUND OF THE REPORT**

Section 72 of the Local Government: Municipal Finance Management Act, 56 of 2003, requires that the accounting officer of a municipality must by the end of Mid-year assess the performance of the municipality and submit a report on each assessment to the mayor of the municipality; the National Treasury; and the relevant provincial treasury.

In terms of Section 72 (2) of the Act, this report is accompanied by a statement compiled in terms of the provisions of Section 71(1).

## **2. MUNICIPAL MID-YEAR PERFORMANCE AS PER THE ASSESSMENT**

The municipality used the top layer SDBIP as approved for implementation during the 2020/21 financial year. The SDBIP is used as a performance monitoring tool for the implementation of the IDP and Budget. The performance target reflected in the SDBIP is as per the IDP objectives. The Administration component is responsible for implementation of the SDBIP and the Political component is responsible for providing oversight. This is done through regular reporting to Council.

| Key Performance Area                                   | Mid –Year Target | Target Achieved | Target not Achieved | Target not Performed | % Achievement |
|--------------------------------------------------------|------------------|-----------------|---------------------|----------------------|---------------|
| Spatial Rationale                                      | 1                | 0               | 1                   | 0                    | 0%            |
| Basic Services Delivery                                | 10               | 8               | 2                   | 0                    | 80%           |
| Municipal Financial Viability                          | 9                | 8               | 1                   | 0                    | 89%           |
| Local Economic Development                             | 5                | 4               | 1                   | 0                    | 80%           |
| Municipal Transformation and Institutional Development | 6                | 3               | 3                   | 0                    | 50%           |
| Good Governance and Public Participation               | 28               | 26              | 1                   | 1                    | 93%           |
| Total                                                  | 59               | 49              | 9                   | 1                    | 83%           |

### 3. PERFORMANCE ANALYSIS

**Mid-Year –Target Achieved=49/59=83%**

| 2020/21 Monthly Projections of Revenue for each Source |                  |                             |                               |                                                                                                                                         |                                                                                                                          |                | Evidence Required |
|--------------------------------------------------------|------------------|-----------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------|-------------------|
| Sources of Revenue                                     | R'000            |                             |                               |                                                                                                                                         |                                                                                                                          |                |                   |
|                                                        | Mid -year target | Mid-Year Actual Performance | Mid-Year Performance Variance | Challenges                                                                                                                              | Corrective measures/ Interventions                                                                                       |                |                   |
| Property Rates                                         | 69 763           | 47 701                      | (22 062)                      | The difference is due to rebates offered to customers (15 000 exclusion, 10% rebate & properties which are yet to be loaded on the EMS) | To ensure that service Provider SEBATA load all the properties on the EMS                                                | Finance report |                   |
| Service charges – electricity                          | 75 562           | 36 319                      | (39 244)                      | The difference is due to Business, rental properties not operating due to COVID 19 and also losses due to either illegal connections    | Electricity meter audit to be implemented                                                                                | Finance report |                   |
| Service Charges – Refuse                               | 10 035           | 8 393                       | (1 643)                       | Not all properties are loaded into the financial system                                                                                 | To ensure that service Provider SEBATA load all the properties on the EMS                                                | Finance report |                   |
| Rental of Facilities and Equipment                     | 291              | 1                           | (290)                         | Rental of facilities prohibited due to Covid 19                                                                                         | Reduce the target during adjustment budget                                                                               | Finance report |                   |
| Interest on external Investments                       | 1 351            | 886                         | (465)                         | None                                                                                                                                    | To reduce the projections during adjustment budget                                                                       | Finance report |                   |
| Interest Earned – Outstanding Debtors                  | 32 517           | 45 862                      | 13 345                        | Culture of non-payment of services                                                                                                      | Debt collectors are assisting with the collection of outstanding debts                                                   | Finance report |                   |
| Dividends received                                     | –                | –                           | –                             |                                                                                                                                         |                                                                                                                          | Finance report |                   |
| Fines                                                  | 670              | 15                          | (654)                         | The performance low due to culture of non-payment of services                                                                           | Debt collectors are assisting with the collection of outstanding debts                                                   | Finance report |                   |
| Licenses and Permits                                   | 7 183            | 5 172                       | (2 011)                       | Underperformance due to closure of offices ( Covid 19)                                                                                  | To reduce the projections during adjustment budget                                                                       | Finance report |                   |
| Agency services                                        | 1 496            | –                           | (1 496)                       | Journals not yet processed                                                                                                              | Journals for the past six months to be processed ( 20% from licence and permits and 5% from water and sanitation revenue | Finance report |                   |
| Transfers recognised - operational                     | 119 566          | 155 167                     | 35 601                        | None                                                                                                                                    | None                                                                                                                     | Finance report |                   |
| Transfers recognised - capital                         | 17 620           | 14 077                      | (3 543)                       | Electricity projects financed from grants not yet implemented                                                                           | Appointments were done in December 2020                                                                                  | Finance report |                   |
| Other Revenue                                          | 6 343            | 9 202                       | 2 860                         | None                                                                                                                                    | None                                                                                                                     | Finance report |                   |
| Total Revenue by Source                                | 342 397          | 322 794                     | -19 603                       |                                                                                                                                         |                                                                                                                          |                |                   |

Monthly Projections of Revenue and Expenditure by Vote: (Operating) Mid-Year

| Expenditure and Revenue by Vote     | 2020-21 Mid-Year Target Opex | 2020-21 Mid-Year Actual Performance | 2020-21 Mid-Year Actual Performance variance | Remarks/Challenges                                                                         | Corrective measures                                           | Evidence Required |
|-------------------------------------|------------------------------|-------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------|
| Executive and council               | 32 468                       | 23 631                              | (8 836)                                      | Covid 19 affecting spending on operational expenses                                        | To revise the budget during adjustment                        | Finance report    |
| Budget and Treasury                 | 51 450                       | 17 585                              | (33 865)                                     | Covid 19 affecting spending on operational expenses None cash items not yet processed      | Journals for the past six months to be processed into the EMS | Finance report    |
| Corporate Services                  | 27 653                       | 20 670                              | (6 983)                                      | Covid 19 affecting spending on operational expenses                                        | To revise the budget during adjustment                        | Finance report    |
| Community and Social Services       | 7 111                        | 2 933                               | (4 178)                                      | Covid 19 affecting spending on operational expenses                                        | To revise the budget during adjustment                        | Finance report    |
| Public Safety                       | 14 810                       | 7 543                               | (7 267)                                      | Covid 19 affecting spending on operational expenses                                        | To revise the budget during adjustment                        | Finance report    |
| Economic and Environmental Services | 59 914                       | 21 434                              | (38 480)                                     | Covid 19 affecting spending on operational expenses and None-Cash items not yet processed. | Journals for the past six months to be processed into the EMS | Finance report    |
| Road Transport                      | 49 146                       | 15 385                              | (33 761)                                     | Covid 19 affecting spending on operational expenses and None-Cash items not yet processed. | Journals for the past six months to be processed into the EMS | Finance report    |
| Electricity                         | 78 342                       | 55 504                              | (22 839)                                     | Covid 19 affecting spending on operational expenses and None-Cash items not yet processed. | Journals for the past six months to be processed into the EMS | Finance report    |
| Waste Management                    | 4 294                        | 3 254                               | (1 040)                                      | Covid 19 affecting spending on operational expenses                                        | To revise the budget during adjustment                        | Finance report    |
| <b>Total by Vote</b>                | <b>213 729</b>               | <b>106 115 811</b>                  | <b>(157 248)</b>                             |                                                                                            |                                                               |                   |

**Monthly Projections of Revenue and Expenditure by Vote: (Capital) Mid-Year**

| <b>Expenditure and Revenue by Vote</b> | <b>2020-21 Mid-Year Target Capex</b> | <b>2020-21 Mid-year Actual Performance</b> | <b>2020-21 Mid -Year Actual Performance variance</b> | <b>Remarks/Challenges</b>                             | <b>Corrective measures</b>                      | <b>Evidence Required</b> |
|----------------------------------------|--------------------------------------|--------------------------------------------|------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|--------------------------|
| Executive and council                  | 0                                    | 0                                          | 0                                                    |                                                       |                                                 | Finance report           |
| Budget and treasury office             | 0                                    | 0                                          | 0                                                    |                                                       |                                                 | Finance report           |
| Corporate services                     | 0                                    | 0                                          | 0                                                    |                                                       |                                                 | Finance report           |
| Road transport                         | 16 481                               | 14 354                                     | (2 127)                                              | Delay in the appointment of contractor                | Tender already advertised                       | Finance report           |
| Electricity                            | 2 500                                | 1 572                                      | (928)                                                | Delay in the appointment of contractor and consultant | Consultants and contractors have been appointed | Finance report           |
| <b>Total by Vote</b>                   | <b>18 981</b>                        | <b>15 926</b>                              | <b>(3 056)</b>                                       |                                                       |                                                 |                          |
|                                        |                                      |                                            |                                                      |                                                       |                                                 |                          |

**Monthly Projections of Revenue and Expenditure by Vote: (Revenue) Mid -Year**

| Revenue by Vote               | 2020-21 Mid-Year Target Revenue | 2020-21 Mid-Year Actual Performance | 2020-21 Mid-Year Actual Performance variance | Remarks/Challenges                                                                                                                   | Corrective measures                       | Evidence Required |
|-------------------------------|---------------------------------|-------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------|
| Budget and Treasury           | 210 838                         | 231 735                             | 20 897                                       | None                                                                                                                                 | None                                      | Finance Report    |
| Corporate Services            | 376                             | 90                                  | (286)                                        | Covid 19 regulations affecting sources of revenue                                                                                    | None                                      | Finance Report    |
| Community and Social Services | 163                             | 100                                 | (63)                                         | None                                                                                                                                 | None                                      | Finance Report    |
| Public Safety                 | 9 337                           | 5 187                               | (4 150)                                      | Covid 19 regulations affecting sources of revenue                                                                                    | None                                      | Finance Report    |
| Planning and development      | 5 535                           | 445                                 | (5 090)                                      | Sale of municipal land not yet implemented                                                                                           | Process still ongoing                     | Finance Report    |
| Road Transport                | 16 815                          | 13 121                              | (3 694)                                      | None                                                                                                                                 | None                                      | Finance Report    |
| Electricity                   | 86 603                          | 39 686                              | (46 916)                                     | The difference is due to Business, rental properties not operating due to COVID 19 and also losses due to either illegal connections | Electricity meter audit to be implemented | Finance Report    |
| Waste Management              | 12 731                          | 11 448                              | (1 283)                                      | Variance not more than 10%                                                                                                           | None                                      | Finance Report    |
| <b>Total by Vote</b>          | <b>342 397</b>                  | <b>301 812</b>                      | <b>(40 585)</b>                              |                                                                                                                                      |                                           |                   |

**Detailed Institutional Performance Results for 2020/21 Mid-Year per Key Performance Areas**

|                           |           |
|---------------------------|-----------|
| <i>Under-Performance</i>  | 0 - 49%   |
| <i>Partially achieved</i> | 50 – 74%  |
| <i>Good Performance</i>   | 75 – 100% |
| <i>Over achieved</i>      | Over 100% |
| <i>Non-Performance</i>    |           |

**Note:**

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

# **KPA 1: Spatial Rationale**

| KPA 1: Spatial Rationale   |                               |                         |                                                                                                            |                                       |                            |                        |        |                                      |                                                      |                                       |                                                         |                                                                                                     |                                                                                                                                          |                                     |
|----------------------------|-------------------------------|-------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------|------------------------|--------|--------------------------------------|------------------------------------------------------|---------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| PMS No. & Performance Area | Cluster                       | IDP Objective           | Key Performance Indicator                                                                                  | Responsible Manager                   | Baseline (30/06/20)        | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections        |                                                      |                                       |                                                         | Evidence Required                                                                                   |                                                                                                                                          |                                     |
|                            |                               |                         |                                                                                                            |                                       |                            |                        |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid -Year Actual Performance                         | Mid -Year Actual Performance variance | Remarks                                                 |                                                                                                     |                                                                                                                                          | Challenges                          |
|                            |                               |                         |                                                                                                            |                                       |                            |                        |        | 1.1 Spatial Planning                 |                                                      |                                       |                                                         |                                                                                                     |                                                                                                                                          |                                     |
| 1.1.2                      | Governance and Administration | Sustain the environment | Turnaround time of land use & development applications submitted to Mopani Planning Tribunal by 30/06/2021 | Senior Manager Planning & Development | Within 60 days of received | Within 60 of received  | OPEX   | Within 60 days of received           | 20 applications received and 5 applications approved | 15                                    | Some applications are still within the 60days timeframe | Outstanding supporting documents from the applicants and delays by internal departments to comments | To FastTrack the process of submitting the documents required and the internal department to FastTrack the processing providing comments | Submission Register within 60 days. |

# **KPA 2:**

# **BASIC SERVICE DELIVERY**

| KPA 2: SERVICE DELIVERY    |                          |                                                                |                                                                                                     |                                   |                     |                        |        |                                       |                             |                                      |                                                                                                                                                               |                                                                          |                                                                                                                              |                                                            |  |
|----------------------------|--------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|------------------------|--------|---------------------------------------|-----------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--|
| PMS No. & Performance Area | Cluster                  | IDP Objective                                                  | Key Performance Indicator                                                                           | Responsible Manager               | Baseline (30/06/20) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections         |                             |                                      |                                                                                                                                                               | Evidence Required                                                        |                                                                                                                              |                                                            |  |
|                            |                          |                                                                |                                                                                                     |                                   |                     |                        |        | Mid - Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                                                                                                       | Challenges                                                               | Interventions                                                                                                                |                                                            |  |
| 2.1 Electricity            |                          |                                                                |                                                                                                     |                                   |                     |                        |        |                                       |                             |                                      |                                                                                                                                                               |                                                                          |                                                                                                                              |                                                            |  |
| 2.1.1                      | Technical infrastructure | Provision of sustainable integrated infrastructure and service | % on reduction of electricity losses each quarter by 30/06/2021                                     | Senior Manager Technical Services | 4,60%               | 1%                     | OPEX   | 0.25%                                 | 1.9%                        | 2.15%                                | Instead of reducing 0.25% of electricity loss, the loss is more by 2.15%<br><br>Root causes are illegal connection , meter tampering and meter reading errors | The high losses will remain high until a proper meter audit is performed | Proper meter audit                                                                                                           | BPM billing to consumers. Eskom bill and distribution loss |  |
| 2.1.3                      | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Number of HH with access to electricity in Municipal Licenced area ( Phalaborwa Town) by 30/06/2021 | Senior Manager Technical          | 5274                | 5274                   | INEG   | 5274                                  | 5274                        | 0                                    | No new connections made                                                                                                                                       | None                                                                     | None                                                                                                                         | BPM billing to consumers. and Eskom bill                   |  |
| 2.1.4                      | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Number of indigent HH receiving free basic electricity by 30/06/2021                                | Senior Manager Technical          | 3969                | 3969                   | OPEX   | 3969                                  | 505                         | -3464                                | Encouraging community members to register through ward councillors                                                                                            | People are not registering for indigent and are connecting illegally     | To strengthen awareness campaign together with Eskom on illegal connections and encourage community to register for indigent | BPM billing to consumers. and Eskom bill                   |  |

| KPA 2: SERVICE DELIVERY    |                                              |                                                                 |                                                                      |                                   |                     |                        |        |                                       |                             |                                      |                                                                                                                                                                                                                                                                                    |                   |               |                                                             |
|----------------------------|----------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------|---------------------|------------------------|--------|---------------------------------------|-----------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------|-------------------------------------------------------------|
| PMS No. & Performance Area | Cluster                                      | IDP Objective                                                   | Key Performance Indicator                                            | Responsible Manager               | Baseline (30/06/20) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections         |                             |                                      |                                                                                                                                                                                                                                                                                    | Evidence Required |               |                                                             |
|                            |                                              |                                                                 |                                                                      |                                   |                     |                        |        | Mid - Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                                                                                                                                                                                                                            | Challenges        | Interventions |                                                             |
| 2.2 Roads & Storm Water    |                                              |                                                                 |                                                                      |                                   |                     |                        |        |                                       |                             |                                      |                                                                                                                                                                                                                                                                                    |                   |               |                                                             |
| 2.2.1                      | Technical infrastructure                     | Provision of sustainable integrated infrastructure and services | Number of km of gravel roads upgraded to tar by 30/06/2021           | Senior Manager Technical Services | 3.6km               | 2.4km                  | CAPEX  | 1.5km                                 | 2.3km                       | +0.8km                               | Achieved<br>All outstanding Tambo Phases (Phase 2B, 2C and 2D) are constructed simultaneously, as per Council resolution to allow Contractor to carry out all the Outstanding works this financial year.<br>In total 6.8km of gravel are scheduled for tarred this financial year. | None              | None          | Project Report: Projects completion certificates and report |
| 2.2.2                      | Technical infrastructure                     | Provision of sustainable integrated infrastructure and service  | Expenditure on roads capital funding spent per quarter by 30/06/2021 | Senior Manager Technical Services | R15.6m              | R14.5m                 | CAPEX  | R6.5m                                 | R6 923 569,17               | +R423 569.17                         | Achieved                                                                                                                                                                                                                                                                           | None              | None          | Payment Certificates and Expenditure Reports                |
| 2.3 Parks and Cemetery     |                                              |                                                                 |                                                                      |                                   |                     |                        |        |                                       |                             |                                      |                                                                                                                                                                                                                                                                                    |                   |               |                                                             |
| 2.3.1                      | Protect Environment and Community Well being | Sustain the Environment                                         | Number of parks maintained by 30/06/2020 (Impala,                    | Senior Manager Community Services | 4                   | 4                      | OPEX   | 2                                     | 2                           | 2                                    | Achieved                                                                                                                                                                                                                                                                           | None              | None          | Maintenance plan and Inspection reports                     |

| KPA 2: SERVICE DELIVERY    |                                              |                                                                 |                                                                                                                               |                                   |                     |                        |        |                                       |                             |                                      |                     |                                                        |                                                                 |                                                                      |
|----------------------------|----------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|------------------------|--------|---------------------------------------|-----------------------------|--------------------------------------|---------------------|--------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------|
| PMS No. & Performance Area | Cluster                                      | IDP Objective                                                   | Key Performance Indicator                                                                                                     | Responsible Manager               | Baseline (30/06/20) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections         |                             |                                      |                     |                                                        | Evidence Required                                               |                                                                      |
|                            |                                              |                                                                 |                                                                                                                               |                                   |                     |                        |        | Mid - Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks             | Challenges                                             | Interventions                                                   |                                                                      |
|                            |                                              |                                                                 | Municipal Lapa,Civic Centre and Wild vein )                                                                                   |                                   |                     |                        |        |                                       |                             |                                      |                     |                                                        |                                                                 |                                                                      |
| 2.3.2                      | Protect Environment and Community Well being | Sustain the Environment                                         | Number of cemetery maintained by 30/06/2021 ( Phalaborwa, Lulekani and Namakgale)                                             | Senior Manager Community Services | 4                   | 3                      | OPEX   | 3                                     | 3                           | 0                                    | Covid-19 cases high | Gravelotte and Phalaborwa cemeteries are getting full. | Enhance to safety protocols. Identify alternative suitable land | Maintainance plan and inspection reports                             |
| 2.5 Waste Management       |                                              |                                                                 |                                                                                                                               |                                   |                     |                        |        |                                       |                             |                                      |                     |                                                        |                                                                 |                                                                      |
| 2.5.1                      | Protect Environment and Community Well being | Sustain the Environment                                         | Number of quarterly reports submitted for rehabilitation and closure of Phalaborwa landfill site by 30/06/2021                | Senior Manager Community Services | 4                   | 4                      | OPEX   | 2                                     | 2                           | 0                                    | None                | None                                                   | None                                                            | Quarterly report to council and council resolution                   |
| 2.5.2                      | Technical infrastructure                     | Provision of sustainable integrated infrastructure and services | Number of urban Households with access to basic waste removal services (Phalaborwa town , Gravelotte ,Namakgale and Lulekani) | Senior Manager Community Services | 18466               | 18466                  | OPEX   | 18 466                                | 18 466                      | 0                                    | None                | None                                                   | None                                                            | Confirmation of waste collection by ward councillors /Valuation roll |

| KPA 2: SERVICE DELIVERY    |                                              |                                                                 |                                                                                                                  |                                   |                     |                        |        |                                       |                             |                                      |         |            |                   |                                                      |
|----------------------------|----------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|------------------------|--------|---------------------------------------|-----------------------------|--------------------------------------|---------|------------|-------------------|------------------------------------------------------|
| PMS No. & Performance Area | Cluster                                      | IDP Objective                                                   | Key Performance Indicator                                                                                        | Responsible Manager               | Baseline (30/06/20) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections         |                             |                                      |         |            | Evidence Required |                                                      |
|                            |                                              |                                                                 |                                                                                                                  |                                   |                     |                        |        | Mid - Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks | Challenges | Interventions     |                                                      |
|                            |                                              |                                                                 | by 30/06/2021                                                                                                    |                                   |                     |                        |        |                                       |                             |                                      |         |            |                   |                                                      |
| 2.5.3                      | Technical infrastructure                     | Provision of sustainable integrated infrastructure and services | Number of rural Households with access to basic waste removal services ( Mashishimale & Makhushane by 30/06/2021 | Senior Manager Community Services | 17415               | 17415                  | OPEX   | 17415                                 | 17 415                      | 0                                    | None    | None       | None              | Confirmation of waste collection by ward councillors |
| 2.54.                      | Protect Environment and Community Well being | Sustain the Environment                                         | Number of indigent Households receiving free basic waste removal service by 30/06/2021                           | Senior Manager Community Services | 541                 | 541                    | OPEX   | 541                                   | 541                         | 0                                    | None    | None       | None              | Indigent register                                    |

## **KPA 3:**

# **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

| KPA 3: Municipal Financial Viability and Management |                                    |                                                    |                                                                                                                        |                         |                     |                        |        |                                      |                             |                                      |                                                                                                      |                   |               |                                                          |
|-----------------------------------------------------|------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------|------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------|-------------------|---------------|----------------------------------------------------------|
| PMS No. & Performance Area                          | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                                                              | Responsible Manager     | Baseline (30/06/20) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                                                                                      | Evidence Required |               |                                                          |
|                                                     |                                    |                                                    |                                                                                                                        |                         |                     |                        |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                                              | Challenges        | Interventions |                                                          |
| 3.1 Financial Management                            |                                    |                                                    |                                                                                                                        |                         |                     |                        |        |                                      |                             |                                      |                                                                                                      |                   |               |                                                          |
| 3.1.1                                               | Good governance and administration | Good corporate governance and public participation | Number of approved budget planning schedule by 31/08/2020 (Legislated date)                                            | Chief Financial Officer | 1                   | 1                      | OPEX   | 1                                    | 1                           | 0                                    | Approved on the 30 July 2020.                                                                        | NONE              | NONE          | approved budget planning schedule and Council resolution |
| 3.1.5                                               | Good governance and administration | Good corporate governance and public participation | Number of Supply Chain structures / Committees members appointed by 07/07/2020                                         | Municipal Manager       | 3                   | 3                      | OPEX   | 3                                    | 3                           | 0                                    | Appointments were done on the 06/07/2020 and amendment done when changes in personnel were effected. | None              | None          | Appointment letters of bid committees' members           |
| 3.1.6                                               | Governance and administration      | Improve financial viability                        | Number of quarterly movable asset verifications conducted by 30/06/2021                                                | Chief Financial Officer | 4                   | 4                      | OPEX   | 2                                    | 2                           | 0                                    | Second Quarter completed 14 January 2021                                                             | None              | None          | Quarterly assets verifications reports                   |
| 3.1.7                                               | Governance and administration      | Improve financial viability                        | Number of monthly strings uploaded using the LG Portal within 10 days at the end of each month. Treasury by 30/06/2021 | Chief Financial Officer | 12                  | 12                     | OPEX   | 6                                    | 6                           | 0                                    | None                                                                                                 | None              | None          | Monthly strings Proof of submission within 10 days.      |
| 3.1.8                                               | Governance and administration      | Improve financial viability                        | % of improvement in revenue collection                                                                                 | Chief Financial Officer | 54%                 | 80%                    | OPEX   | 40%                                  | 57%                         |                                      | Target exceeded                                                                                      | None              | None          | Quarterly reports on revenue collection                  |

| KPA 3: Municipal Financial Viability and Management |                                    |                             |                                                               |                         |                     |                        |        |                                     |                             |                                      |                                                                          |                                                                          |                                                      |                                                               |  |
|-----------------------------------------------------|------------------------------------|-----------------------------|---------------------------------------------------------------|-------------------------|---------------------|------------------------|--------|-------------------------------------|-----------------------------|--------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------|--|
| PMS No. & Performance Area                          | Cluster                            | IDP Objective               | Key Performance Indicator                                     | Responsible Manager     | Baseline (30/06/20) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections       |                             |                                      |                                                                          |                                                                          | Evidence Required                                    |                                                               |  |
|                                                     |                                    |                             |                                                               |                         |                     |                        |        | Mid-Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                  | Challenges                                                               | Interventions                                        |                                                               |  |
|                                                     |                                    |                             | monthly improvement from 65 to 80% by 30/06/2021 budget year  |                         |                     |                        |        |                                     |                             |                                      | 17%                                                                      |                                                                          |                                                      |                                                               |  |
| 3.1.9                                               | Governance and administration      | Improve financial viability | % of Debt collected by 30/06/2021                             | Chief Financial Officer | 56%                 | 80%                    | OPEX   | 40%                                 | 3%                          | -37%                                 | Credit Control Measures not taken due to Covid 19 & unallocated receipts | Credit Control Measures not taken due to Covid 19 & unallocated receipts | SEBATA to address the receipting issue on the system | Quarterly reports on current debt collection                  |  |
| 3.1.11                                              | Good governance and administration | Improve financial viability | Expenditure spent quarterly on MIG by 30/06/2021              | Chief Financial Officer | R42,372,924m        | R37,831m               | CAPEX  | R15m                                | R 15 665 161                | R665 161                             | Target exceeded                                                          | None                                                                     | None                                                 | Finance reports, MIG monitoring report / payment certificates |  |
| 3.1.12                                              | Good governance and administration | Improve financial viability | % of quarterly Municipal Capital Budget spent by 30/06/2021   | Chief Financial Officer | 82%                 | 100%                   | OPEX   | 50%                                 | 42%                         | -8%                                  | Electricity project not yet implemented                                  | Covid 19 affected operations                                             | The contractor /consultants were appointed           | Finance reports                                               |  |
| 3.1.13                                              | Good governance and administration | Improve financial viability | % of quarterly Municipal Personnel Budget spent by 30/06/2021 | Chief Financial Officer | 82%                 | 100%                   | OPEX   | 50%                                 | 43.5%                       | -6.64%                               | Variance not material                                                    | None                                                                     | None                                                 | Expenditure report                                            |  |

# **KPA 4:**

## **LOCAL ECONOMIC DEVELOPMENT**

| KPA 4: Local Economic Development |          |                            |                                                                                          |                                   |                       |                        |        |                                       |                             |                                      |                         |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                         |                                   |
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| PMS No. & Performance Area        | Cluster  | IDP Objective              | Key Performance Indicator                                                                | Responsible Manager               | Baseline (30/06/2020) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections         |                             |                                      |                         | Evidence Required                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                         |                                   |
|                                   |          |                            |                                                                                          |                                   |                       |                        |        | Mid - Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                 | Challenges                                                                                                                                                                                                                                                                         | Interventions                                                                                                                                                                                                           |                                   |
| 4.1 Job creation                  |          |                            |                                                                                          |                                   |                       |                        |        |                                       |                             |                                      |                         |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                         |                                   |
| 4.1.1                             | Economic | Promotion of local economy | Number of jobs created quarterly through capital Projects by 30/06/2021 (Temporary jobs) | Senior Manager Technical Services | 94                    | 105                    | CAPEX  | 80                                    | 62                          | -18                                  | Not Achieved            | No EPWP Coordinator appointed<br><br>Selwane Sports Complex - Not all created work opportunities are reported on the system due to late reporting and data verification<br><br>Refurbishment of Namakgale Stadium - Delayed appointment of Contractor for commencement of project. | PMU has submitted request for Appointment of EPWP Coordinator for Data collection and verification and performance reporting.<br><br>The project was advertised for construction purposes on the 18th of December 2020. | ID Numbers and payment registers. |
| 4.1.2                             | Economic | Promotion of local economy | Number of full time equivalent jobs created quarterly through EPWP                       | Senior Manager Technical Services | 58                    | 63                     | OPEX   | 63                                    | 63                          | 0                                    | Target achieved         | None                                                                                                                                                                                                                                                                               | None                                                                                                                                                                                                                    | ID Numbers and payment registers. |
| 4.1.3                             | Economic | Promotion of local         | Number of quarterly LED                                                                  | Senior Manager                    | 2                     | 4                      | OPEX   | 2                                     | 1                           | -1                                   | First quarter LED forum | Second quarter                                                                                                                                                                                                                                                                     | Resolve stakeholders                                                                                                                                                                                                    | Invitations, Attendance           |

| KPA 4: Local Economic Development |          |                            |                                                                                                                                    |                                         |                       |                        |                |                                     |                             |                                      |                                                        |                                                      |                                                                                                 |                                                               |
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| PMS No. & Performance Area        | Cluster  | IDP Objective              | Key Performance Indicator                                                                                                          | Responsible Manager                     | Baseline (30/06/2020) | Annual Target 30/06/21 | Budget         | 2020/21 Quarterly Projections       |                             |                                      |                                                        | Evidence Required                                    |                                                                                                 |                                                               |
|                                   |          |                            |                                                                                                                                    |                                         |                       |                        |                | Mid-Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                |                                                      | Challenges                                                                                      | Interventions                                                 |
|                                   |          | economy                    | Forums meetings held by 30/06/2021                                                                                                 | Planning and Development                |                       |                        |                |                                     |                             |                                      | meeting held on the 23 September 2020.                 | meeting not scheduled due to stakeholder challenges. | challenges                                                                                      | register and minutes                                          |
| 4.2 Enterprise Support            |          |                            |                                                                                                                                    |                                         |                       |                        |                |                                     |                             |                                      |                                                        |                                                      |                                                                                                 |                                                               |
| 4.2.1                             | Economic | Promotion of local economy | Number of SMEs supported quarterly through the municipal SCM (procurement) by 30/06/2021                                           | Chief Financial Officer                 | 241                   | 100                    | OPEX & CAPITAL | 50                                  | 134                         | 84                                   | Target exceeded                                        | None                                                 | None                                                                                            | System generated Expenditure report                           |
| 4.3 Tourism Development           |          |                            |                                                                                                                                    |                                         |                       |                        |                |                                     |                             |                                      |                                                        |                                                      |                                                                                                 |                                                               |
| 4.3.1                             | Economic | Promotion of local economy | Number of quarterly municipal tourist destination promotion and marketing initiatives undertaken by the municipality by 30/06/2021 | Senior Manager Planning and Development | 3                     | 4                      | OPEX           | 1                                   | 0                           | -1                                   | September Tourism month activities did not take place. | Covid-19 restrictions                                | Created industry support concept note (to assist with marketing and promotion of the industry). | Visitors attendance Registers, Stakeholders engagement report |

# **KPA 5:**

## **Municipal Transformation and Institutional Development**

| KPA 5: Municipal Transformation and Institutional Development |                                    |                                                    |                                                                               |                                   |                       |                        |                                     |                             |                                      |                                                                                                                                   |                                                                                                                                                            |                                                                                                           |                                                                                           |                   |
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| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                     | Responsible Manager               | Baseline (30/06/2020) | Annual Target 30/06/21 | 2020/21 Quarterly Projections       |                             |                                      |                                                                                                                                   | Remarks                                                                                                                                                    | Challenges                                                                                                | Interventions                                                                             | Evidence Required |
|                                                               |                                    |                                                    |                                                                               |                                   |                       |                        | Mid -Year target (1 Jul – 31 Dec20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance |                                                                                                                                   |                                                                                                                                                            |                                                                                                           |                                                                                           |                   |
| 5.1 Organisational Design & Human Resource                    |                                    |                                                    |                                                                               |                                   |                       |                        |                                     |                             |                                      |                                                                                                                                   |                                                                                                                                                            |                                                                                                           |                                                                                           |                   |
| 5.1.2                                                         | Good governance and administration | Good corporate governance and public participation | Number of HR Policies Reviewed per quarter by 30/06/2021                      | Senior Manager Corporate Services | 6                     | 8                      | 4                                   | 0                           | 4                                    | Labour was not cooperating                                                                                                        | The underperformance was as a result of the non-co-operation of the labour component during the LIF meeting, hence the stock of HR policies at that level. | Will be resolved in terms of the dispute resolution mechanism as provided for in the Collective Agreement | Council Resolutions on Reviewed policies and copies of Reviewed Policies.                 |                   |
| 5.1.3                                                         | Good governance and administration | Attract, develop and retain best human capital     | Number of prioritised vacant positions to be filled per quarter by 30/06/2021 | Senior Manager Corporate Services | 23                    | 30                     | 15                                  | 15                          | 0                                    | Cashier x3<br>Snr officer staffing<br>snr records officer<br>Assistant Superintendent<br>Waste Environmental x2<br>Registry clerk | None                                                                                                                                                       |                                                                                                           | Appointment letters; appointment register, details of new employees and copies of adverts |                   |

| KPA 5: Municipal Transformation and Institutional Development |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |
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| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                                                         | Responsible Manager               | Baseline (30/06/2020) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections       |                             |                                      |                                                                       | Evidence Required |                                    |                                                                                                   |
|                                                               |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        | Mid -Year target (1 Jul – 31 Dec20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                               |                   | Challenges                         | Interventions                                                                                     |
| 5.3 Skills Development                                        | Good governance and administration | Attract, develop and retain best human capital     | Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2021 (1% legislation) | Senior Manager Corporate Services | R1 639 028            | R4071676.58 m          | OPEX   | R2-3m                               | R0                          | R0                                   | No training for councillor and official was conducted due to Covid 19 | Covid 19          | Relaxation of covid 19 regulations | Expenditure reports; implementation reports                                                       |
|                                                               |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |
|                                                               |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |
|                                                               |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |
|                                                               |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |
| 5.3 Skills Development                                        |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |
| 5.4 Performance Management System                             | Good governance and administration | Good corporate governance and public participation | Number of S54&56 signing of Annual Performance Agreements                                                         | Municipal Manager                 | 6                     | 6                      | OPEX   | 6                                   | 6                           | 6                                    | All signed                                                            | None              | None                               | Copies of signed Performance Agreements with dates complying the legislated time line& submission |
|                                                               |                                    |                                                    |                                                                                                                   |                                   |                       |                        |        |                                     |                             |                                      |                                                                       |                   |                                    |                                                                                                   |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                                                                              | Responsible Manager               | Baseline (30/06/2020) | Annual Target 30/06/21 | Budget | 2020/21 Quarterly Projections       |                             |                                      |                             |                                                        | Remarks               | Challenges                                                                                                    | Interventions                                                                                                     | Evidence Required |
|----------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------|------------------------|--------|-------------------------------------|-----------------------------|--------------------------------------|-----------------------------|--------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------|
|                            |                                    |                                                    |                                                                                                                                        |                                   |                       |                        |        | Mid -Year target (1 Jul – 31 Dec20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Mid-Year Actual Performance |                                                        |                       |                                                                                                               |                                                                                                                   |                   |
|                            |                                    |                                                    | by 30/07/2020 (One month after the start of each financial year                                                                        |                                   |                       |                        |        |                                     |                             |                                      |                             |                                                        |                       |                                                                                                               | letters to COGHSTA.                                                                                               |                   |
| 5.4.2                      | Good governance and administration | Good corporate governance and public participation | Number of Individual Performance Assessments of 54&56 Managers conducted to review their performance by 30/06/2021 (Mid – year/Annual) | Municipal Manager                 | 0                     | 2                      | OPEX   | 1                                   | 0                           | 1                                    |                             | Covid 19 restrictions delayed the audit of 2019/20 ARP | Covid 19 restrictions | The Assessment will be conducted immediately after Audit was completed and relaxation of Covid 19 regulations | Approved Schedule of Individual Performance Assessments, records, attendance registers and Scorecards and reports |                   |
| 5.5 OHS                    |                                    |                                                    |                                                                                                                                        |                                   |                       |                        |        |                                     |                             |                                      |                             |                                                        |                       |                                                                                                               |                                                                                                                   |                   |
| 5.5.1                      | Good governance and administration | Good corporate governance and public participation | Number of scheduled Institutional OHS quarterly meetings by 30/06/2021                                                                 | Senior Manager Corporate Services | 3                     | 4                      | OPEX   | 2                                   | 2                           | 0                                    |                             | T3 October 2020<br>14 January 2021 for second quarter  | None                  |                                                                                                               | Quarterly Reports, minutes and attendance registers                                                               |                   |

# **KPA 6:**

## **GOOD GOVERNANCE & PUBLIC PARTICIPATION**

| KPA 6: Good Governance and Public Participation |                                    |                                                    |                                                                                    |                                   |                      |                          |        |                                      |                             |                                      |                                                          |                                  |                                                        |                                                                 |
|-------------------------------------------------|------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------|-----------------------------------|----------------------|--------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|----------------------------------------------------------|----------------------------------|--------------------------------------------------------|-----------------------------------------------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                          | Responsible Manager               | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                                          | Evidence Required                |                                                        |                                                                 |
|                                                 |                                    |                                                    |                                                                                    |                                   |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                  | Challenges                       | Interventions                                          |                                                                 |
| 6.1 Council and Executive Management            |                                    |                                                    |                                                                                    |                                   |                      |                          |        |                                      |                             |                                      |                                                          |                                  |                                                        |                                                                 |
| 6.1.1                                           | Good governance and administration | Good corporate governance and public participation | Number of scheduled quarterly Council meetings held by 30/06/2021.                 | Senior Manager Corporate Services | 16                   | 6                        | OPEX   | 3                                    | 7                           | 4                                    | 3 Ordinary and 4 Special Council meetings held           | None                             | None                                                   | Minutes of council meetings, attendance registers               |
| 6.1.2                                           | Good governance and administration | Good corporate governance and public participation | Number of scheduled monthly Exco meetings by 30/06/2021.                           | Senior Manager Corporate Services | 16                   | 11                       | OPEX   | 5                                    | 8                           | 3                                    | 5 Ordinary Exco and 3 Special Exco meetings held.        | None                             | None                                                   | Minutes of EXCO meetings, attendance registers                  |
| 6.1.3                                           | Good governance and administration | Good corporate governance and public participation | Number of scheduled quarterly MPAC meetings held as per legislation by 30/06/2021. | Municipal Manager                 | 9                    | 4                        | OPEX   | 2                                    | 3                           | +1                                   | Virtuous performance                                     | None                             | None                                                   | Council Approved MPAC schedule of meetings/Attendance registers |
| 6.1.4                                           | Good governance and administration | Good corporate governance and public participation | % of MPAC quarterly Resolutions implemented by 30/06/2020                          | Municipal Manager                 | 52.4%                | 100%                     | OPEX   | 100%                                 | 72%                         | 28%                                  | Management must speed up the responses on implementation | Slow responses in implementation | Management to speed up the responses on implementation | Resolution register                                             |
| 6.1.5                                           | Good governance and administration | Good corporate governance and public participation | Number of scheduled monthly senior management                                      | Municipal Manager                 | 14                   | 11                       | OPEX   | 5                                    | 8                           | +3                                   | Virtuous performance                                     | None                             | None                                                   | Minutes of EXCO meetings, attendance registers                  |

| KPA 6: Good Governance and Public Participation |                                    |                                                    |                                                                             |                     |                      |                          |        |                                      |                             |                                      |                                 |                                                                                                                              |                                                              |                                                                    |
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| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                   | Responsible Manager | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                 |                                                                                                                              | Evidence Required                                            |                                                                    |
|                                                 |                                    |                                                    |                                                                             |                     |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                         | Challenges                                                                                                                   | Interventions                                                |                                                                    |
|                                                 |                                    |                                                    | meetings held by 30/06/2021                                                 |                     |                      |                          |        |                                      |                             |                                      |                                 |                                                                                                                              |                                                              |                                                                    |
| 6.1.6                                           | Good governance and administration | Good corporate governance and public participation | Number of scheduled monthly Portfolio Committee meetings held by 30/06/2021 | Municipal Manager   | 55                   | 55                       | OPEX   | 30                                   | 32                          | +2                                   | Virtuous performance            | None                                                                                                                         | None                                                         | Minutes of Portfolios meetings, attendance registers               |
| 6.2 Public Participation and Ward Committees    |                                    |                                                    |                                                                             |                     |                      |                          |        |                                      |                             |                                      |                                 |                                                                                                                              |                                                              |                                                                    |
| 6.2.1                                           | Good governance and administration | Good corporate governance and public participation | Number of IDP REP Forum meetings held by 30/06/2021                         | Municipal Manager   | 3                    | 4                        | OPEX   | 2                                    | 0                           | -2                                   | Due to covid 19 restrictions    | Due to covid 19 restrictions the meeting was supposed to be held virtual and stakeholders doesn't have resources for virtual | Waiting for relaxation of Covid 19 regulations on gatherings | Attendance registers, agendas, invitations                         |
| 6.2.2                                           | Good governance and administration | Good corporate governance and public participation | Number of IDP Steering Committee meetings held by 30/06/2021                | Municipal Manager   | 4                    | 4                        | OPEX   | 2                                    | 2                           | Visual meetings                      | None                            | None                                                                                                                         | None                                                         | Attendance registers, agendas, invitations                         |
| 6.2.3                                           | Good governance and administration | Good corporate governance and public participation | Number of consolidated monthly reports of Ward Committee meetings           | Municipal Manager   | 7                    | 11                       | OPEX   | 5                                    | 5                           | 0                                    | Consistent with the requirement | None                                                                                                                         | None                                                         | Minutes of Batho-pele committee meetings , attendance register and |

| KPA 6: Good Governance and Public Participation |                                    |                                                    |                                                                               |                     |                      |                          |        |                                      |                             |                                      |                                                                                  |                                                                       |                                                                                                                                                 |                                         |  |
|-------------------------------------------------|------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------|---------------------|----------------------|--------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                     | Responsible Manager | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                                                                  |                                                                       | Evidence Required                                                                                                                               |                                         |  |
|                                                 |                                    |                                                    |                                                                               |                     |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                          | Challenges                                                            | Interventions                                                                                                                                   |                                         |  |
|                                                 |                                    |                                                    | scheduled and convened by 30/06/2021 (Functionality of ward committees)       |                     |                      |                          |        |                                      |                             |                                      |                                                                                  |                                                                       |                                                                                                                                                 | consolidated monthly Batho-pele reports |  |
| 6.2.4                                           | Good governance and administration | Good corporate governance and public participation | Number of quarterly Mayoral Izimbizos and public participation by 30/06/ 2021 | Municipal Manager   | 4                    | 4                        | OPEX   | 2                                    | 2                           | 0                                    | Social media and media employed to engage the community due to covid-19 pandemic | None                                                                  | None                                                                                                                                            | Attendance registers, Izimbizo reports  |  |
| 6.2.5                                           | Good governance and administration | Good corporate governance and public participation | % of complains resolved quarterly by 30/06/2021                               | Municipal Manager   | 94.3%                | 100%                     | OPEX   | 100%                                 | 80%                         | 20%                                  | Covid-19 affected performance as officials rotate to provide services            | Covid-19 affected performance as officials rotate to provide services | Officials responsible for responding to complaints registered will resume their responsibility fully during relaxations of Covid 19 regulations | Complaints register, batho pele report  |  |
| 6.3 Corporate Governance                        |                                    |                                                    |                                                                               |                     |                      |                          |        |                                      |                             |                                      |                                                                                  |                                                                       |                                                                                                                                                 |                                         |  |

| KPA 6: Good Governance and Public Participation |                                    |                                                    |                                                                          |                       |                      |                          |        |                                      |                             |                                      |                                                                                                                                                   |            |               |                                                                  |
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| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                | Responsible Manager   | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                                                                                                                                   |            |               | Evidence Required                                                |
|                                                 |                                    |                                                    |                                                                          |                       |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                                                                                           | Challenges | Interventions |                                                                  |
| 6.3.1                                           | Good governance and administration | Good corporate governance and public participation | Number of Audit Committee quarterly meetings held by 30/06/2021          | Municipal Manager     | 8                    | 7                        | OPEX   | 4                                    | 5                           | 1                                    | Special meeting held to address backlog caused by Covid-19                                                                                        | None       | None          | Copies of approved minutes, attendance registers                 |
| 6.3.3                                           | Good governance and administration | Good corporate governance and public participation | Number of Audit Steering Committee quarterly meetings held by 30/06/2021 | Municipal Manager     | 12                   | 12                       | OPEX   | 6                                    | 6                           | 0                                    | Meetings held as follows: Management ASC: 20 July, 08 December and 18 December 2020. Exco ASC: 24 July 2020, 19 October 2020 and 09 December 2020 | None       | None          | Approved minutes and attendance registers. (Exco and Management) |
| 6.3.5                                           | Good governance and administration | Good corporate governance and public participation | % Implementation of IA Plan per quarter by 30/06/2021                    | Chief Executive Audit | 100%                 | 100%                     | OPEX   | 50%                                  | 50%                         | 0                                    | Continuous implementation of the plan                                                                                                             | None       | None          | Audit Committee Report to Council.                               |
| 6.3.6                                           | Good governance and administration | Good corporate governance and public participation | % Implementation of Internal Audit Action Plan by 30/06/2021             | Municipal Manager     | 66%                  | 80%                      | OPEX   | 60%                                  | 60%                         | 0                                    | Continuous implementation of the plan                                                                                                             | None       | None          | Internal Audit Follow-up Report                                  |
| 6.3.7                                           | Good governance and administration | Good corporate governance and public participation | Number of quarterly Audit Performance                                    | Chief Executive Audit | 6                    | 4                        | OPEX   | 2                                    | 2                           | 0                                    | Reports presented to Council on the 26 <sup>th</sup> August and                                                                                   | None       | None          | Audit Committee Reports and Council                              |

| KPA 6: Good Governance and Public Participation |                                    |                                                    |                                                                                   |                                       |                      |                          |        |                                      |                             |                                      |                                                    |                                                                                            |                                                                                          |                                                             |
|-------------------------------------------------|------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------|----------------------|--------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator                                                         | Responsible Manager                   | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                                    |                                                                                            | Evidence Required                                                                        |                                                             |
|                                                 |                                    |                                                    |                                                                                   |                                       |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                            | Challenges                                                                                 |                                                                                          | Interventions                                               |
|                                                 | ion                                |                                                    | Committees resolutions and Reports presented to Council by 30/06/2021             |                                       |                      |                          |        |                                      |                             |                                      |                                                    |                                                                                            |                                                                                          | Resolution number for presentation of the report to Council |
| 6.3.8                                           | Good governance and administration | Good corporate governance and public participation | % implementation of Audit Committee Resolutions                                   | Municipal Manager                     | 57%                  | 80%                      | Opex   | 70%                                  | 83%                         | 13%                                  | Continuous implementation of plan                  | None                                                                                       | None                                                                                     | Audited Audit Committee Resolution Register                 |
| 6.3.9                                           | Good governance and administration | Good corporate governance and public participation | % of Community satisfaction with public services by 30/10/2020                    | Senior Manager Planning & Development | 52%                  | 100%                     | Opex   | 100%                                 | 52%                         | 48%                                  | 48% not satisfied                                  | The quality of service received and some of them are not core function of the municipality | Continuous engagement with relevant departments to improve in providing quality services | Community Satisfaction Survey Report                        |
| 6.3.10                                          | Good governance and administration | Good corporate governance and public participation | Number of 2019/20 AFS and Annual Performance Report submitted to AG by 31/08/2020 | Municipal Manager                     | 1                    | 1                        | OPEX   | 1                                    | 1                           | 0                                    | Submitted as per revised date                      | None                                                                                       | None                                                                                     | Submission letter and copy of final AFS                     |
| 6.3.13                                          | Good governance and administration | Good corporate governance and public participation | Number of monthly Local Labour Forum                                              | Senior Manager Corporate Services     | 13                   | 11                       | OPEX   | 5                                    | 5                           | 0                                    | 3 Special meetings and 2 Ordinary LLF Meeting held | None                                                                                       |                                                                                          | LLF minutes and attendance register.                        |

| KPA 6: Good Governance and Public Participation |                                    |                                                                 |                                                                                                |                     |                      |                          |        |                                      |                             |                                      |                                                                        |                   |               |                                                               |
|-------------------------------------------------|------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------|----------------------|--------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|------------------------------------------------------------------------|-------------------|---------------|---------------------------------------------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                                   | Key Performance Indicator                                                                      | Responsible Manager | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                                                        | Evidence Required |               |                                                               |
|                                                 |                                    |                                                                 |                                                                                                |                     |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                                | Challenges        | Interventions |                                                               |
|                                                 | ion                                |                                                                 | meetings held by 30/06/2021                                                                    |                     |                      |                          |        |                                      |                             |                                      |                                                                        |                   |               |                                                               |
| 6.4 Risk Management, Fraud & Anti-Corruption    |                                    |                                                                 |                                                                                                |                     |                      |                          |        |                                      |                             |                                      |                                                                        |                   |               |                                                               |
| 6.4.3                                           | Good governance and administration | Good corporate governance and public participation              | Number of quarterly Institutional Risk Management Committee meetings held by 30/06/2021        | Municipal Manager   | 4                    | 4                        | OPEX   | 2                                    | 3                           | +1                                   | Meetings held on the 17 August 2020 14 September 2020 09 November 2020 | None              | None          | Minutes of the Risk Committee meeting and attendance register |
| 6.4.4                                           | Good governance and administration | Good corporate governance and public participation              | % of fraud and corruption cases reported and investigated within 30 working days by 30/06/2021 | Municipal Manager   | 0%                   | 100%                     | OPEX   | 100%                                 | -                           | -                                    | No case was reported                                                   | None              | None          | Investigation reports                                         |
| 6.5 HIV/AIDS                                    |                                    |                                                                 |                                                                                                |                     |                      |                          |        |                                      |                             |                                      |                                                                        |                   |               |                                                               |
| 6.5.1                                           | Good governance and administration | Provision of sustainable integrated infrastructure and services | Number of quarterly outreach programmes conducted by 30/06/2021                                | Municipal Manager   | 18                   | 16                       | OPEX   | 8                                    | 8                           | 0                                    | Consistent with the requirement                                        | None              | None          | Outreach programmes reports                                   |
| 6.6 Security management                         |                                    |                                                                 |                                                                                                |                     |                      |                          |        |                                      |                             |                                      |                                                                        |                   |               |                                                               |
| 6.6.1                                           | Governance and                     | Good corporate                                                  | Number of quarterly                                                                            | Municipal Manager   | 4                    | 4                        | OPEX   | 2                                    | 2                           | 0                                    | Consistent with the requirement                                        | None              | None          | Security Management                                           |

| KPA 6: Good Governance and Public Participation |                               |                                                    |                                                                                                        |                     |                      |                          |        |                                     |                             |                                      |                                                                    |                   |               |                                                      |
|-------------------------------------------------|-------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------|----------------------|--------------------------|--------|-------------------------------------|-----------------------------|--------------------------------------|--------------------------------------------------------------------|-------------------|---------------|------------------------------------------------------|
| PMS No. & Performance Area                      | Cluster                       | IDP Objective                                      | Key Performance Indicator                                                                              | Responsible Manager | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections       |                             |                                      |                                                                    | Evidence Required |               |                                                      |
|                                                 |                               |                                                    |                                                                                                        |                     |                      |                          |        | Mid-Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                                                            | Challenges        | Interventions |                                                      |
|                                                 | Administration                | governance and public participation                | Security Management reports for Safeguarding of Council Assets by 30/06/2021                           |                     |                      |                          |        |                                     |                             |                                      |                                                                    |                   |               | Reports                                              |
| 6.7 Disaster Management                         |                               |                                                    |                                                                                                        |                     |                      |                          |        |                                     |                             |                                      |                                                                    |                   |               |                                                      |
| 6.7.1                                           | Governance and Administration | Good corporate governance and public participation | Number of quarterly disaster awareness campaigns conducted by 30/06/2021                               | Municipal Manager   | 4                    | 4                        | OPEX   | 2                                   | 2                           | 0                                    | Consistent with the requirement                                    | None              | None          | Invitations, Agenda, Attendance register and reports |
| 6.9 Integrated Development planning             |                               |                                                    |                                                                                                        |                     |                      |                          |        |                                     |                             |                                      |                                                                    |                   |               |                                                      |
| 6.9.1                                           | Governance and Administration | Good corporate governance and public participation | Number of reviewed IDP/Budget/PWS/MPAC Framework and Process Plan approved by 31/07/2020               | Municipal Manager   | 1                    | 1                        | OPEX   | 1                                   | 1                           | 0                                    | Reviewed and approved                                              | None              | None          | Council Approved IDP, Budget, PMS Process Plan       |
| 6.10 Communication                              |                               |                                                    |                                                                                                        |                     |                      |                          |        |                                     |                             |                                      |                                                                    |                   |               |                                                      |
| 6.10.2                                          | Governance and Administration | Advance good corporate governance                  | % for submission of information for publishing on the website as according to legislation checklist by | Municipal Manager   | 100%                 | 100%                     | OPEX   | 100%                                | 100%                        | 0                                    | Documents submitted for publishing as per departmental submissions | None              | None          | Legislation checklist                                |

| KPA 6: Good Governance and Public Participation |                               |                                   |                                                                  |                       |                      |                          |        |                                      |                             |                                      |                                 |            |                   |                                               |
|-------------------------------------------------|-------------------------------|-----------------------------------|------------------------------------------------------------------|-----------------------|----------------------|--------------------------|--------|--------------------------------------|-----------------------------|--------------------------------------|---------------------------------|------------|-------------------|-----------------------------------------------|
| PMS No. & Performance Area                      | Cluster                       | IDP Objective                     | Key Performance Indicator                                        | Responsible Manager   | Baseline (30/06/20 ) | Annual Target (30/06/21) | Budget | 2020/21 Quarterly Projections        |                             |                                      |                                 |            | Evidence Required |                                               |
|                                                 |                               |                                   |                                                                  |                       |                      |                          |        | Mid -Year target (1 Jul – 31 Dec 20) | Mid-Year Actual Performance | Mid-Year Actual Performance variance | Remarks                         | Challenges |                   | Interventions                                 |
|                                                 |                               |                                   | 30/06/2021                                                       |                       |                      |                          |        |                                      |                             |                                      |                                 |            |                   |                                               |
| 6.10.3                                          | Governance and Administration | Advance good corporate governance | Number of quarterly Local Communicators Forum held by 30/06/2021 | Communication manager | New                  | 4                        | OPEX   | 2                                    | 2                           | 0                                    | Consistent with the requirement | None       | None              | Invitations, Minutes and attendance registers |

# **CAPITAL PROJECTS PER RESPONSIBLE MANAGER**

| Quarterly Outputs 2019/20 |                          |                                         |                              |                    |                         |          |                                                       |                                                                               |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                                                                                                                         |
|---------------------------|--------------------------|-----------------------------------------|------------------------------|--------------------|-------------------------|----------|-------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Vote No.                  | Responsible Manager      | Project Name                            | Total Capital Budget (R'000) | Planned Start Date | Planned Completion Date | Ward No. | Mid -Year target (1 Jul – 31 Dec 18)                  | Mid-Year Actual Performance                                                   | Mid-Year Actual Performance variance                                                                                                                                                                                                                                                                | Remarks and Challenges                                                                                                                                                                                                                                                     | Evidence required                                                                                                       |
| INEP                      |                          |                                         |                              |                    |                         |          |                                                       |                                                                               |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                                                                                                                         |
|                           | Senior Manager Technical | Electrification Namakgale D and Selwane | R5000 000,00                 | 01/07/20           | 30/06/21                | 18, 1    | 0                                                     | 0                                                                             | 0                                                                                                                                                                                                                                                                                                   | Connections are only due in last quarter.                                                                                                                                                                                                                                  | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |
| ESSD                      |                          |                                         |                              |                    |                         |          |                                                       |                                                                               |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                                                                                                                         |
|                           | Senior Manager Technical | Replacement of Streets lights           | R5000 000,00                 | 01/07/20           | 30/06/21                | all      | 0                                                     | 0                                                                             | 0                                                                                                                                                                                                                                                                                                   | Results only due in second and last quarter.                                                                                                                                                                                                                               | Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate |
| MIG                       |                          |                                         |                              |                    |                         |          |                                                       |                                                                               |                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                                                                                                                         |
|                           | Senior Manager Technical | Tambo phase 2 street paving             | R14510857.41                 | 01/07/20           | 30/06/21                | 13       | Physical progress is at 49.1% and time elapsed is 57% | The contractor is busy with stabilisation, priming and surfacing of the road. | Delayed progress on site due to community unrest and shortage in the supply of cement for stabilization as a result of Covid19.<br>Low expenditure on the project, Contractor has financial capacity subsequently He has failed to submit claims as per the approved project cash flow projections. | The office of the speaker assists in dealing with the community unrests as and when required and an arrangement has been made with the local suppliers of cement.<br><br>PMU has repeatedly requested submission of monthly claims however the contractor is not compliant | Progress reports and Completion report and Completion Certificate                                                       |
|                           | Senior Manager Technical | Refurbishment of Namakgale Stadium      | R 5345294.53                 | 01/07/20           | 30/06/21                | 18       | Project is on tender stage.                           | Bid specification concluded.                                                  | Delays in appointment of a contractor.                                                                                                                                                                                                                                                              | The project was advertised for construction purposes in December 2020 and the briefing session is scheduled for the 6 <sup>th</sup>                                                                                                                                        | Progress reports and Completion report and Completion Certificate                                                       |



# Assessment for service providers

## Ratings

| Rating | Description of rating          |
|--------|--------------------------------|
| 1      | Poor Performance               |
| 2      | Fair Performance               |
| 3      | Good Performance               |
| 4      | Very Good Performance          |
| 5      | Performance Above Expectations |

| Project name                                                      | Scope of work                                                                                                                                                                                        | Name of the Service provider        | Source of funding | Start date | Completion date | Budget          | Progress to date                                                                                               | Challenges and intervention                                                                                                                                                                                                                                                          | Assessment of service provider |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------|------------|-----------------|-----------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Mashishimale sports complex                                       | Construction of multipurpose hall, Pavilion Roofing, ablutions and change rooms, storm water drainage, access road, electrical Installation, High mast lights, soccer pitch grassing and irrigation. | Leb P Construction                  | MIG               | 16/01/2015 | 30/10/2019      | R45 653 785.05  | Phase 3 reached practical completion 30/11/2020.                                                               | Inspection of works to warrant completion was held 17/12/2020, however the snag list items were not fully completed therefore completion not yet achieved.<br><br>Outstanding Items: Areal Lights connection, Installation of Movable canopy and Extension of roof overhang to verge | Poor                           |
| Selwane sport complex                                             | Construction of multipurpose hall, Pavilion Roofing, ablutions and change rooms, storm water drainage, access road, electrical Installation, High mast lights, soccer pitch grassing and irrigation. | Nandzu Trading and General Projects | MIG               | 25/04/2017 | 11/12/2019      | R45 518 378.36  | Phase 3 – Physical progress -95% Time elapse 100%<br><br>Project completion date extended to 17 December 2020. | Delayed progress on site due to delays from suppliers, Current work are in the Multipurpose hall, finishing's in the Ablution blocks, Storm-water drainage and kerbing around the soccer field.<br>Contractor has indicated the intention to submit a request for extension of time. | Fair                           |
| Upgrading of gravel road to tar Tambo upgrading of street phase 2 | Upgrading of 7.46km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with concrete open drains,                                                    | Tshiamiso Trading 135               | MIG               | 12/04/2018 | 30/06/2021      | R 48 229 482,70 | Phase 2A (0.604km) is complete.<br><br>Phase 2B, C & D in progress:                                            | Low expenditure on the project, Contractor has financial capacity subsequently He has failed to submit claims as per the approved project cash flow projections.                                                                                                                     | Fair                           |



# PROGRESS MADE WITH THE IMPLEMENTATION OF CORRECTIVE MEASURES OF KPIS NOT MET IN THE 2019/20 ANNUAL PERFORMANCE REPORT

| Key Performance Indicator                                                                                                                        | 2019/20 Annual Target | 2019/20 Actual Performance | Challenges                                                                                                                                                 | Corrective Measures                                                                                                                                                                                                                             | Progress as at 31 December 2020                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>KPA 2 SERVICE DELIVERY</b>                                                                                                                    |                       |                            |                                                                                                                                                            |                                                                                                                                                                                                                                                 |                                                                                                                                                                                        |
| % on reduction of electricity losses each quarter by 30/06/2020                                                                                  | 1%                    | -8.4%                      | The high loss will remain high until proper meter audit performed                                                                                          | Calculation to be updated once the information is received from BTO. The high losses will remain high until a proper meter audit is performed                                                                                                   | The municipality is still experiencing a loss with regard to electricity. Mid-year performance is +2.5%                                                                                |
| Number of indigent f HH receiving free basic electricity by 30/06/2020                                                                           | 3969                  | 1659                       | People are not registering for indigent and are connecting illegally                                                                                       | To strengthen awareness campaign together with Eskom on illegal connections and encouraging community to register for indigent                                                                                                                  | Mid-year performance is 505 households receiving free basic electricity.<br><br>Currently it difficult for the municipality to conduct awareness campaign due to covid 19 regulations. |
| <b>KPA 3: FINANACIAL VIABILITY</b>                                                                                                               |                       |                            |                                                                                                                                                            |                                                                                                                                                                                                                                                 |                                                                                                                                                                                        |
| % of Debt collected by 30/06/2020                                                                                                                | 80%                   | 10%                        | Culture of non-payment by customers<br>Since March control measures were not implemented due Covid-19                                                      | Hired a debt collector<br>Councilors communicates with communities to encourage payment of services                                                                                                                                             | Mid-year performance is 3%<br><br>Credit Control Measures not taken due to Covid 19 & unallocated receipts                                                                             |
| <b>KPA5:MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>                                                                               |                       |                            |                                                                                                                                                            |                                                                                                                                                                                                                                                 |                                                                                                                                                                                        |
| Number of HR Policies Reviewed per quarter by 30/06/2020                                                                                         | 8                     | 3                          | The underperformance was as a result of the non-co-operation of the labour component during the LLF meeting, hence the stuck of HR policies at that level. | There is not much that we can do to convince the labour component to discuss the HR policies. Unfortunately the policies cannot be moved to the next level without the blessing of the labour component as it deals directly with the employees | Will be resolved in terms of the dispute resolution mechanism as provided for in the Collective Agreement                                                                              |
| Number of employees from previously disadvantaged groups appointed in the three highest levels of management as per EEP (PL 0,2,3) by 30/06/2020 | 3                     | 1                          | The position of Manager Electrical Services was interviewed but the panel could not appoint due to incompetent candidates                                  | Re-advertise the position                                                                                                                                                                                                                       | Electrical technician was appointed                                                                                                                                                    |

|                                                                                                                                        |              |               |                                                                                              |                                                                                                                                               |                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2020(1% legislation)                       | R4071676.58m | R1 600 623.89 | Under performance due to COVID-19                                                            | Procurement plans have been submitted in time to make sure that procurement is done in time                                                   | Mid- year performance is R0. Only Covid 19 awareness conducted internally                                                                                      |
| Number of Individual Performance Assessments of s54&56 Managers conducted to review their performance by 30/06/2020( Mid -year/Annual) | 2            | 0             | The Covid 19 affected the plan                                                               | To be conducted when the Covid 19 pandemic conditions allows                                                                                  | Assessments were not conducted due covid 19.                                                                                                                   |
| <b>KPA 6:GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>                                                                                  |              |               |                                                                                              |                                                                                                                                               |                                                                                                                                                                |
| % of quarterly implementation AG Action Plan by 30/06/2020                                                                             | 80%          | 22%           | Lack of capacity in the IT section which lead to the unit to depend on the service providers | Appointment of more staff in IT section and finance issues to be corrected through financial statements ,evidence files to be submitted to AG | AG is currently busy auditing 2019/20 performance. Some of the AG findings will be cleared after AG has issued a report. Currently the municipality is at 37%. |



# **Annexure A**

## **Methodology**

Ba-Phalaborwa Municipality uses the cumulative method on reporting the actual on the Service Delivery Budget Implementation Plan.

## **Technical Definitions**

### **AFS**

AFS stands for Annual Financial Statements

### **BPM**

BPM stands for Ba-Phalaborwa Municipality

### **HH**

Household

### **Baseline**

The performance of the previous year

### **Urban Areas**

The urban areas refers to Phalaborwa, Namakgale, Lulekani and Gravelotte.

### **Reduction in water losses**

This is calculated as follows:  $\text{Lepelle bill less BPM bill} / \text{Lepelle bill} \times 100$ .

### **Reduction in electricity losses**

This is calculated as follows:  $\text{Eskom bill less BPM bill} / \text{Eskom bill} \times 100$ .

### **2.1 Kilometres of roads upgrade from gravel to tar/paving**

This relates 0.8 Benfarm , 0.7 km of Tambo phase 1 and 0.6 Tshelang kgape

### **Rehabilitation**

Replacement of old road surface (tar) with a new one.

**Site Establishment/ Set-up Construction Site**

Arrangement of offices, bringing the machinery and equipment onsite.

**Tourism Initiatives Activities**

**September Tourism Month** – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism workshops and Marathon.

**Tourism Indaba** – Procurement of promotional materials

**SMME- Small, Micro, Medium Enterprise****SPLUMA – Spatial Planning Land Use Management Act 2013****No. SPLUMA Applications**

Number of development (land use) applications received/ applications processed in terms of SPLUMA