

# MOPANI DISTRICT MUNICIPALITY



## 2019-2020 MID YEAR PERFORMANCE BUDGET ASSESSMENT REPORT

MID -YEAR PERFORMANCE AND BUDGET PERFORMANCE REPORT  
**(FINANCIAL & NON FINANCIAL INFORMATION)**

## 1. PURPOSE

The purpose of this report is to comply with Section 52 (d) and Section 72 of the Municipal Finance Management Act 56 of 2003, and Section 33 of the Municipal Budget and Reporting Regulations as promulgated in the Government Gazette No 32, 141 of April 2009, which requires that municipality conduct an assessment of its performance which include financial and non-financial affairs and report to the key stakeholders

## 2. LEGISLATION

Section 72 of the Local Government Municipal Finance Management Act, Act No. 56 of 200(MFMA) provides that the Accounting Officer must by 25 January of each year assess the budget and performance of the municipality during the first half of the financial year. An assessment report in accordance with Section 72(1) (b) of the MFMA be submitted to the Mayor, Provincial Treasury and National Treasury. The Assessment report must detail how the municipality has performed in terms of its revenue collection and budget implementation. Furthermore, the assessment needs to detail how the municipality has performed in terms of its service delivery targets as documented in the approved Service Delivery and Budget Implementation Plan. The Mayor needs to consider the report and submit the report to Council by 31 January each year in terms of Section 54 of the MFMA.

The mayor's report to council must have recommendations on whether the budget adjustments will have to be tabled in council. This mid-year budget and performance assessment report was prepared in line with the provisions of performance MFMA Circular 13 and the Municipal Budget and Reporting

### 3. VISION, MISSION AND VALUES

The Vision of Mopani District Municipality is:

“To be the Food Basket of Southern Africa and the Tourism destination of choice”

The strategic Mission is:

“To provide integrated, sustainable and equitable services through democratic, responsible and accountable governance; Promoting the sustainable use of resources for economic growth to benefit the community”

The Values of Mopani District Municipality are:

Values	Description
Innovation	For the District Municipality to achieve its vision it must have “out of the box” thinking to do things differently for maximum impact. The District Municipality needs to identify creative strategies to enable it to address the back log as well as prepare for future growth in the area.
Commitment	Each and every role player needs to be fully committed to the vision of the District Municipality, both from an institutional as well as an individual point of view.
Excellence	Synonyms for ‘Excellence’ include ‘fineness’, ‘brilliance’, ‘superiority’, ‘distinction’, ‘quality’, and ‘merit’. Excellence in all endeavours must be a defining virtue by which the District area pursues its vision.
Ubuntu and Care	The District Municipality needs to subscribe to the philosophy of Ubuntu – “We are because you are”. Ubuntu was described by Archbishop Desmond Tutu (1999) as: “A person with <i>Ubuntu</i> is open and available to others, does not feel threatened that others are able and good, for he or she has a proper self-assurance that comes from knowing that he or she belongs in a greater whole and is diminished when others are humiliated or diminished ...” Furthermore, the concept of <i>caring</i> needs to be inculcated into the hearts and minds of both officials and politicians: caring for the marginalised, caring for the environment, caring about consequences, care in every action, decision and thought, and caring about each value underpinning the vision for the Mopani District Municipality.

### 4. REPORTING

The implementation of the Budget and IDP as translated to the SDBIP is monitored through reports as per the Municipal Systems Act No 32 of 2000.

LEGISLATIVE PERFORMANCE REPORTING FRAMEWORK		
FREQUENCY AND NATURE OF REPORT	MANDATE	RECIPIENTS
Monthly reporting on actual revenue targets and spending against budget no later than 10 working days after the end of each month	Section 71 of the MFMA	Provincial and National Treasury
Quarterly progress report	Section 41 (1) (e) of the Systems Act,	1. Municipal Manager 2. Mayor

	Section 166 (2) (a) (v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of Municipal Planning and Performance Management Regulations.	3. Mayoral committee 4. Council 5. Audit Committee 6. Provincial Treasury 7. CoGHSTA
Mid-year performance assessment	Section 72 of the MFMA. Section 13 (2) (a) of Municipal Planning and Performance Management Regulations 2001.	1. Municipal Manager 2. Mayor 3. Mayoral Committee 4. Council 5. Audit Committee 6. Provincial and National Treasury 7. CoGHSTA
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act.	1. Mayor 2. Mayoral Committee 3. MPAC 4. Council 5. Audit Committee 6. Auditor-General 7. Provincial and National Treasury 8. CoGHSTA 9. Local Community

## 5. STRATEGIC OBJECTIVES

The Strategic Objectives of Mopani District Municipality are indicated below. These objectives serve as the road map on how the municipality plans to become the Food Basket of Southern Africa and the Tourism destination of choice. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All outputs contained in the SDBIP are aligned to the attainment of one or more of these objectives below:

### To be the food d basket of Southern Africa and the tourism destination of choice

KPA	STRATEGIC OBJECTIVE
Municipal Transformation and Organizational Development	To inculcate entrepreneurial and intellectual capabilities.
	To strengthen record keeping & knowledge management
Basic Service Delivery	To accelerate sustainable infrastructure and maintenance in all sectors of development.
	To have integrated infrastructure development.
	To improve community safety, health and social well-being
Local Economic Development	To promote economic sectors of the District
Spatial Rationale	To have efficient, effective, economic and integrated use of land space.
Financial Viability	To increase revenue generation and implement financial control systems
Good Governance and Public Participation	To promote democracy and sound governance



## 6. SERVICE DELIVERY AND PERFORMANCE INDICATORS METHODOLOGY

The strategic objectives of the MDM are linked to the Strategic Scorecard in the IDP 2019/2020. The achievement of strategic objectives will lead to the realisation of the vision and mission of the municipality in line with national and provincial priorities. In this way a downwards cascading from national and provincial priorities that influences the strategic intent of the MDM is achieved. The Strategic and IDP Programme Strategies and Reporting Scorecard included in the IDP are thus cascaded to the different directorates where they report on the actions taken to ensure the achievement of the three-year IDP targets broken down within the SDBIP.

The IDP Strategic (Highest level) and Programme Indicators are indicated below, followed by the Reporting Scorecard that have been developed into Directorate Responsibility Scorecards per Vote.

### 6.1. SERVICE DELIVERY KEY PERFORMANCE INDICATORS

The high level non-financial measurable performance objectives in the form of service delivery targets and other performance indicators form part of this section of the SDBIP. These indicators and targets will be cascaded to departmental score cards, which will be used for internal monitoring of the organisation and relevant individuals.

## SERVICE DELIVERY PERFORMANCE SUMMARY FOR 2019/20 MID -YEAR PERFORMANCE REPORT

The table below illustrates service delivery performance of Mopani District Municipality against the National Key Performance Areas (NKPAs)

KPA's Performance Indicators	No. of Applicable Indicators	No. of targets achieved	No. of targets not achieved	% Target achieved
Office of the Municipal Manager	29	18	11	62%
Office of the Executive Mayor	30	14	16	47%
Budget & Treasury	37	21	16	57%
Corporate Services	30	15	15	50%
Planning & Development	29	20	9	69%
Water & Engineering	15	5	10	33%
Community Services	26	19	7	73%
Office of the Speaker	10	9	1	90%
	206	121	85	59%
		<b>Overall%</b>	<b>59%</b>	
KPA's Projects	No. of Applicable Indicators	No. of targets achieved	No. of targets not achieved	% Target achieved
Infrastructure projects	14	5	9	36%
Infrastructure Management: Roads & Water	6	3	3	50%
	20	8	12	40%
		<b>Overall %</b>	<b>40%</b>	
KPA's Performance Indicators and Projects	No. of Applicable Indicators including projects	No. of targets achieved	No. of targets not achieved	% Target achieved
Performance Indicators & Project	226	129	97	57%
	226	129	97	57%
		<b>Overall%</b>	<b>57%</b>	

The **43%** under performance was due to poor revenue collection (municipalities not transferring as per the WSP agreement), Audit committee, Risk & Internal resolutions not being resolved. Delay in appointing service provider which resulted in low capital and operating budget spent, which may lead to the conditional grant being allocated. PMS not cascaded to lower levels also contributed to the under-performance. In terms of Governance, the municipality did not performance well. financial disclosure not completed, job evaluations outstanding, disciplinary cases not resolved and bio-metric not system not procured for clocking purposes.

Based on the above assessment, it is therefore recommended that the municipality should adjust the budget and revised the projections for revenue and service delivery budget implementation plan accordingly. The revised projections and SDBIP should be approved by council and be publicised.

# PART 1

## Municipal Mid-Year Assessment Scorecard

The municipal’s 2019/2020 Mid-Year scorecard is presented below with detailed performance indicators, performance set targets, actual performance achievements and non-achievement and remarks as provided by all the municipal Directorates.

### a. OFFICE OF THE MUNICIPAL MANAGER – VOTES 010

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
D2	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of AG queries due resolved to ytd	%	Municipal Manager	28	Monthly	100 %	Stand-Alone	100%	77%	Target not Achieved	Slow progress by departments	Senior managers to report on a monthly basis	Implemented AG Action Plan verified by internal audit

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
D3	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings due resolved ytd.	%	Municipal Manager	44	Monthly	100%	Stand-Alone	100%	24%	Target not Achieved	Slow progress by departments	Senior managers to report on a monthly basis	Implemented internal audit action plan
D4	To promote democracy and sound governance	Good Governance and Public Participation	Number of quarterly internal audit reports submitted to audit committee ytd	#	Municipal Manager	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Quarterly Internal Audit Reports
D6	To promote democracy and sound governance	Good Governance and Public Participation	Number of internal audit projects completed	#	Municipal Manager	0	Quarterly	21	Cumulative	5	5	Target Achieved	None	None	Final internal audit reports
D8	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit queries resolved ytd	%	Municipal Manager	45	Monthly	100%	Stand alone	100%	24%	Target not Achieved	Slow progress by departments	Senior managers to report on a monthly basis	Implemented Internal Audit action plan.
D9	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of audit committee resolutions implemented YTD	%	Municipal Manager	40	Quarterly	100%	Stand alone	100%	68%	Target not Achieved	Slow progress by directorates	Fastrack the implementation of AC resolutions	Implemented Resolution register

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
D10	To promote democracy and sound governance	Good Governance and Public Participation	Number of quarterly performance reports audited within 30 days of end of previous quarter YTD	#	Municipal Manager	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Final Performance Audit report
D11	To promote democracy and sound governance	Good Governance and Public Participation	Number of Back to Basics statistical reports submitted to CoGHSTA by the 10th of each month	#	Municipal Manager	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	CoGHSTA Back to Basic Report and proof of submission
D12	To promote democracy and sound governance	Good Governance and Public Participation	Number of Back to Basics statistical reports submitted to CoGTA by the 10th of each month	#	Municipal Manager	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	CoGTA Back to Basic Report and proof of submission
D17	To promote democracy and sound governance	Good Governance and Public Participation	Municipal Managers Forum resolutions related to department implemented within	%	Municipal Manager	100	Quarterly	100%	Stand alone	100%	100%	Target Achieved	None	None	Implemented Resolution register , Attendance register

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
			specified timeframes												
D18	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of litigation attended to and managed ytd	%	Municipal Manager	100	Quarterly	100%	Stand alone	100%	100	Target Achieved	None	None	Litigation Report and consultation attendance register.
D19	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of legal advices and opinions provided as per instructions ytd	%	Municipal Manager	100	Quarterly	100%	Stand-Alone	100%	100%	Target Achieved	None	None	Report on legal advices and opinions
D21	To promote democracy and sound governance	Good Governance and Public Participation	Coordination of workshops on contract management ytd	#	Municipal Manager	0	Twice a year	2	Cumulative	1	1	Target Achieved	None	None	Workshop document Attendance register and minutes
D25	To promote democracy and sound governance	Good Governance and Public Participation	Number of Quarterly SDBIP reports submitted to Council ytd	#	Municipal Manager	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Council resolution and SDBIP report

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
D26	To promote democracy and sound governance	Good Governance and Public Participation	Annual Performance Report submitted to the AG, Audit Committee and Mayor by 31 August	#	Municipal Manager	1	Annually	1	Stand-Alone	1	1	Target Achieved	None	None	Proof of submission and the report
D28	To promote democracy and sound governance	Good Governance and Public Participation	Number of quarterly performance reports audited prior to submission to Council ytd	#	Municipal Manager	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Quarterly audit reports
D29	To promote democracy and sound governance	Good Governance and Public Participation	Number of performance assessments for Section 54/56 Managers conducted ytd	#	Municipal Manager	2	Annually	2	Stand-Alone	1	0	Target not Achieved	Unavailability of members	Performance assessments scheduled for February 2020	Attendance register, minutes and Evaluation report
D30	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Senior Managers (MM & Directors) with signed performance agreements by 31 July	#	Municipal Manager	100%	Annually	100%	Stand-Alone	100%	100%	Target Achieved	None	None	Signed Performance agreement

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
D31	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of reported cases of Fraud and corruption resolved ytd	%	Municipal Manager	0	Quarterly	100%	Cumulative	100%	0	Target not Achieved	3 cases not finalised	Fastrack resolving the cases in the 3 <sup>rd</sup> quarter	Report of reported to and resolved cases
D33	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of risk committee resolutions implemented ytd	%	Municipal Manager	0	Quarterly	100%	Stand alone	100%	32%	Target not Achieved	Slow progress by directorates	Senior managers to report on a monthly basis	Implemented Risk resolution register
D34	To promote democracy and sound governance	Good Governance and Public Participation	Number of Risk monitoring reports submitted to Council ytd	#	Municipal Manager	0	Quarterly	4	Stand alone	1	1	Target Achieved	None	None	Council resolution register and Risk report
D35	To promote democracy and sound governance	Good Governance and Public Participation	Number of Strategic Risks mitigated ytd	#	Municipal Manager	1	Monthly	10	Cumulative	6	3	Target not Achieved	Slow progress by directorates	Senior managers to report on a monthly basis	Risk register with mitigated risks
D40	To promote democracy and sound governance	Good Governance and Public Participation	Anti-Corruption Fora sittings held quarterly	#	Office of the Executive Mayor	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Anti-Corruption minutes, attendance register
D41	To promote democracy and sound governance	Good Governance and Public Participation	Coordinated IDP Review processes ytd	#	Municipal Manager	6	Quarterly	6	Cumulative	2	2	Target Achieved	None	None	Report on the coordinated IDP Review

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges Target	Corrective Measures Target	Source of Evidence
										Target	Actuals				
D43	To promote democracy and sound governance	Good Governance and Public Participation	Internal Auditors Forum meeting held quarterly	#	Municipal Manager	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Report on Internal Auditors Forum meeting held ytd
D44	To promote democracy and sound governance	Good Governance and Public Participation	Coordinated Audit committee sittings with Management ytd	#	Municipal Manager	8	Quarterly	8	Cumulative	2	2	Target Achieved	None	None	Minutes, attendance register and invitation
D46	To promote democracy and sound governance	Good Governance and Public Participation	Percentage implementation of Directorate Audit Committee Resolutions	%	Municipal Manager	0	Quarterly	100%	Carry Over	100%	68%	Target not Achieved	Disclosure of interest not completed for officials	Officials given forms to complete	Audit Committee Resolution register

b. THE OFFICE OF THE EXECUTIVE MAYOR – VOTE 005, 002,

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D47	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of the budget actually spent related to the Directorate ytd	%	Input	Office of the Executive Mayor	100	Quarterly	100%	Carry Over	15%	30%	Target over Achieved	None	None	Expenditure report
D49	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings resolved ytd	%	Outcome	Office of the Executive Mayor	0	Twice a year	100%	Carry Over	100%	100%	Target Achieved	None	None	Internal Audit Action Plan.
D50	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Output	Office of the Executive Mayor	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	Back to Basic CoGHSTA Report and proof of submission
D51	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGHSTA Back to Basics statistical reports	#	Output	Office of the Executive Mayor	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	Back to Basic CoGTA Report and proof of submission

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
				submitted to M&E by the 7th of each month													
D53	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of complaints received on the Presidential and Premier hotlines received (and resolved within 7 days)	%	Outcome	Office of the Executive Mayor	100	Quarterly	100%	Carry Over	100%	100%	Target Achieved	None	None	Report on complaints resolved
D54	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Strategic Risks mitigated YTD	%	Output	Office of the Executive Mayor	0	Quarterly	100%	Stand Alone	100%	100%	Target Achieved	None	None	Implemented Risk register
D55	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Departmental Employee Performance Assessments Conducted ytd	#	Outcome	Office of the Executive Mayor	0	Twice a year	2	Stand-Alone	1	0	Target not Achieved	Performance plans for other levels not signed	Conduct performance assessment for Level 3 s	Attendance register, minutes and Evaluation report

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D58	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Four Ordinary Public Participation meetings held successfully year to date by the Executive Mayor	#	Output	Office of the Executive Mayor	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Report of community issued raised .Attendance register and minutes
	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Coordinate four meetings per year for the Disability Forum	#	Output	Office of the Executive Mayor	4	Quarterly	4	Stand-Alone	1	1	Target Achieved	None	None	
D59	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Disability awareness campaign held quarterly	#	Output	Office of the Executive Mayor	4	Quarterly	4	Stand-Alone	1	1	Target Achieved	None	None	Report on the Disability awareness and Attendance Register
D61	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Elders Fora held quarterly	#	Output	Office of the Executive Mayor	4	Quarterly	4	Stand-Alone	1	1	Target Achieved	None	None	Elders Forum meetings and Attendance Register
D62	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Elders Dialogue sessions held in September	#	Output	Office of the Executive Mayor	2	Twice a year	2	Stand-Alone	1	1	Target Achieved	None	None	Report on the Coordination of the Elders Dialogue and

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
				and December													Attendance Register
D663	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Coordinate one event per year for Elderly citizens	#	Output	Office of the Executive Mayor	1	Annually	1	Stand-Alone	1	0	Target not Achieved	Insufficient budget	Prioritise the event in the 3 <sup>rd</sup> quarter according to the available budget	Report and Attendance register
D64	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Women's Month event held in August	#	Output	Office of the Executive Mayor	1	Annually	1	Stand-Alone	1	0	Target not Achieved	Insufficient budget	Prioritise the event in the 3 <sup>rd</sup> quarter according to the available budget	Women's Month event Report and Attendance Register
D65	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Men's Forum meeting to be held quarterly	#	Output	Office of the Executive Mayor	4	Annually	4	Stand-Alone	1	1	Target Achieved	None	None	Men's Forum meeting report and Attendance Register
D66	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Gender Forum meeting to be held quarterly	#	Output	Office of the Executive Mayor	4	Annually	4	Stand-Alone	1	1	Target Achieved	None	None	Gender Forum meeting and Attendance Register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D67	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Coordination of monthly women caucus	#	Output	Office of the Executive Mayor	0	Monthly	12	Stand-Alone	3	3	Target Achieved	Insufficient budget	Prioritise the event in the 3 <sup>rd</sup> quarter according to the available budget	Report and Attendance register
D70	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Coordination of HIV Partnership event in September	#	Output	Office of the Executive Mayor	1	Annually	1	Stand-Alone	1	0	Target not Achieved	Insufficient budget	Prioritise the event in the 3 <sup>rd</sup> quarter according to the available budget	Report on the Coordination of HIV Partnership event and Attendance Register
D73	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Child headed family support of two Families ( Food Hampers for child headed family support)	#	Output	Office of the Executive Mayor	1	Quarterly	4	Cumulative	1	1	Target Achieved	None	None	Food Hampers for child headed family support, and proof of delivery of food hampers
D74	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Migrant Health Forum meetings or support to	#	Output	Office of the Executive Mayor	2	Quarterly	4	Stand-Alone	1	1	Target Achieved	None	None	Migrant Health Forum meetings and support to NGO'S, and

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
	Executive Mayor	and sound governance	and Public Participation	NGO'S to be held quarterly			Executive Mayor										Attendance Register
D78	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	District AIDS Council sittings held quarterly	#	Output	Office of the Executive Mayor	4	Quarterly	1	Stand-Alone	1	1	Target Achieved	None	None	District AIDS Council and District Technical AIDS Council, and Attendance Register
D81	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Youth Assembly held by September	#	Output	Office of the Executive Mayor	1	Annually	1	Stand-Alone	1	0	Target not Achieved	Insufficient budget	Prioritise in the 3 <sup>rd</sup> quarter	Youth Assembly
D85	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Number of Council Portfolio Committees monthly meetings	#	Output	Office of the Executive Mayor	9	Monthly	36	Stand-Alone	9	9	Target Achieved	None	None	Council Portfolio Committees
D86	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Quarterly Newsletter development	#	Output	Office of the Executive Mayor	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	News letter

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D89	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Quarterly District Communicators Fora	#	Output	Office of the Executive Mayor		Quarterly	4	Stand-Alone	2	2	Target Achieved	None	None	Report on the District Communicators Forum held on quarterly basis YTD, and Attendance Register
D90	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	District Public Participation fora held quarterly	#	Output	Office of the Executive Mayor	4	Quarterly	4	Stand-Alone	1	1	Target Achieved	None	None	Report on the Public Participation forum, and Attendance Register
D91	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	District IGF sittings	#	Output	Office of the Executive Mayor	4	Quarterly	4	Cumulative	1	2	Target Achieved	None	None	Report on the District IGF. Attendance Register
D93	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Local House of Traditional Leaders sittings	#	Output	Office of the Executive Mayor	4	Quarterly	4	Cumulative	1	2	Target over Achieved	None	None	Local House of Traditional Leaders meetings report and Attendance Register
D94	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	District Disability Fora meetings	#	Output	Office of the Executive Mayor	4	Quarterly	4	Stand-Alone	1	1	Target Achieved	None	None	Report on District Disability Forum meetings, and

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
																	Attendance Register
D95	Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Implementation of Directorate Audit Committee Resolutions	%	Output	Office of the Executive Mayor		Unspecified	100%	Stand-Alone	100%	100%	Target Achieved	None	None	Resolution register.

c. THE BUDGET AND TREASURY DIRECTORATE – VOTE 020,021,022

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D96	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of capital budget spent as prioritised in IDP ytd	%	Input	Chief Financial Officer	48	Monthly	100%	Carry Over	50%	26%	Target not Achieved	Late appointment of service providers for implementation of MIG projects	Bid Committees to finalise all outstanding bids.	Expenditure report
D97	Budget and Treasury	To increase revenue generation and implement financial	Municipal Financial Viability and Management	Percentage of Operational budget spent ytd	%	Input	Chief Financial Officer	52	Monthly	100%	Carry Over	50%	37.34%	Target not Achieved	Delay in the implementation of procurement plan and slow implementation of	Adherence to the demand management plan and appointment	Expenditure report

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
		control systems													recruitment plan	of vacant positions	
D98	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of operating budget spent on Personnel costs.	%	Input	Chief Financial Officer	42	Monthly	33%	Reverse Stand-Alone	33%	43.20%	Target over Achieved	Delay in the appointment of budgeted vacant positions	Implementation of the recruitment plan	Expenditure report
D99	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of bids submitted to municipal manager within 90 days after close of tender ytd	%	Input	Chief Financial Officer	100	Quarterly	100%	Stand alone	100%	0%	Target not Achieved	Non adherence to the demand management plan	Bid committees to ensure all closed bids are prioritized for appointment	Report on approved bids
D101	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Acid test ratio (R-value current asset - inventory Assets / R-value Current Liabilities)	%	Input	Chief Financial Officer	0.44	Quarterly	0.40%	Last Value	0.40%	0.59%	Target not Achieved	High liability	Negotiations with LNW and DWS on the historic debts	Report reflecting the liquidity ratio

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D102	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Current Ratio (R-value current assets / R-value current liabilities as ratio)	%	Input	Chief Financial Officer	1.34	Quarterly	2.10	Reverse Cumulative	2.10	0.20	Target not Achieved	High liability	Negotiations with LNW and DWS on the historic debts	Report reflecting the current ratio
D103	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Number of MFMA S52 reports submitted to Council quarterly	#	Output	Chief Financial Officer	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Council resolution and Report
D104	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Number of S71 reports submitted to the Executive Mayor, National and Provincial Treasuries within 10 working days after the end of each month	#	Output	Chief Financial Officer	12	Monthly	12	Cumulative	6	6	Target Achieved	The municipality did not comply with mSCOA in the first quarter due to termination of the service provider	Ensure that monthly data strings are submitted to Council, treasuries	Proof of submission and report

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D107	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Annual Financial statements drafted and submitted to AG by end of August	#	Input	Chief Financial Officer	1	Annually	1	Stand-Alone	1	1	Target Achieved	No Challenges	No corrective action	AFS and proof of submission
D108	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	AFS submitted to Audit Committee on or before 15 August 2019	#	Input	Chief Financial Officer	0	Annually	1	Stand alone	1	0	Target not Achieved	Late finalisation of Draft AFS	Ensure that the AFS are prepared timeously for audit committee review	AFS
D109	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Number of quarterly financial statements submitted to Council	#	Input	Chief Financial Officer	4	Quarterly	4	Cumulative	2	0	Target not Achieved	No dedicated official appointed for preparation of AFS	HR to FastTrack appointment of manager financial reporting	Quarterly Financial statements and proof of submission
D110	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Integrated Budget process plan developed and adopted by Council by end of	#	Output	Chief Financial Officer	1	Annually	1	Stand-Alone	1	1	Target Achieved	No challenges	No corrective action	IDP process plan and council resolution

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
				August/September													
D112	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of creditors paid within 30 days	%	Input	Chief Financial Officer	100%	Monthly	100%	Carry Over	100%	100%	Target Achieved	No challenges	No corrective action	List of creditors paid
D113	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Revenue enhancement strategy revised and approved by council by 30 June	#	Input	Chief Financial Officer	1	Annually	1	Stand alone	1	1	Target Achieved	No challenges	No corrective action	Approved Revenue Enhancement Strategy and council resolution
D114	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Implementation and monitoring of revenue enhancement strategy	#	Input	Chief Financial Officer	0	Quarterly	4	Stand alone	2	1	Target not Achieved	Municipalities not transferring as per the WSP agreement	Implementation of the strategy as per the timelines	Implementation tool

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D115	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of debt coverage YTD.	%	Input	Chief Financial Officer	6.27	Monthly	80%	Carry Over	60%	40%	Target not Achieved	High liabilities	Continuous engagements with LNw on the historic debts	Expenditure report
D116	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of Cost coverage YTD.	%	Input	Chief Financial Officer	16	Monthly	100%	Carry Over	90%	95%	Target over Achieved	No challenges	No corrective action	Expenditure report
D117	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Number of Supply Chain Deviation reports submitted to Council quarterly	#	Output	Chief Financial Officer	4	Quarterly	4	Stand-Alone	2	2	Target Achieved	No challenges	No corrective action	Supply chain deviation reports
D118	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Number of SCM reports submitted to council and treasuries quarterly	#	Output	Chief Financial Officer	4	Quarterly	4	Cumulative	2	2	Target Achieved	No challenges	No corrective action	Report, council resolution and Proof of submission and report

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D120	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of implementation of the consolidated demand management plan submitted to Management YTD	%	Output	Chief Financial Officer	80	Monthly	100%	Stand alone	100%	50%	Target not Achieved	Delay in the sitting of committees	Adherence to the demand management plan	Consolidated Demand Management plan
D122	Budget and Treasury	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings resolved ytd	%	Outcome	Chief Financial Officer	0	Monthly	100%	Stand alone	100%	20.31	Target not Achieved	None implementation of Internal audit implementation plan	Ensure that internal audit findings are resolved	Internal Audit Action Plan
D123	Budget and Treasury	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Output	Chief Financial Officer	12	Monthly	12	Cumulative	6	6	Target Achieved	No challenges	No corrective action	Back to Basic CoGHSTA Report and proof of submission

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D124	Budget and Treasury	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Output	Chief Financial Officer	12	Monthly	12	Cumulative	6	6	Target Achieved	No challenges	No corrective action	Back to Basic CoGTA Report and Proof of submission
D125	Budget and Treasury	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Chief Financial Officers Forum Resolutions related to department implemented within specified timeframes	%	Outcome	Chief Financial Officer	0	Quarterly	100%	Stand alone	100%	100%	Target Achieved	None	None	Implemented Resolution register
D127	Budget and Treasury	To promote democracy and sound governance	Good Governance and Public Participation	Percentage Strategic Risks mitigated ytd	%	Outcome	Chief Financial Officer	0	Monthly	100%	Stand alone	100%	100%	Target Achieved	None	None	Implemented Risk Register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D128	Budget and Treasury	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Departmental Employee Performance Assessments Conducted ytd	#	Outcome	Director: Corporate Shared Services	0	Twice a year	2	Stand alone	1	0	Target not Achieved	Delays in the individual performance assessment	HR to ensure assessments are conducted	Attendance register , minutes and Evaluation report
D129	Budget and Treasury	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Number of SCM workshops conducted with internal stakeholders ytd	#	Output	Chief Financial Officer	2	Twice a year	2	Cumulative	1	1	Target Achieved	None	None	Attendance register and workshop document
D130	Budget and Treasury	To promote democracy and sound governance	Good Governance and Public Participation	Implementation of Directorate Audit Committee Resolutions	%	Output	Chief Financial Officer	0	Quarterly	100%	Carry Over	100%	56%	Target not Achieved			Audit Committee Resolutions
D131	Budget and Treasury	To increase revenue generation and implement financial control systems	Financial Viability	Percentage of Repayments made towards the total debts	%		Chief Financial Officer	40	Monthly	70%	Carry over	50%	50%	Target Achieved	None	None	Proof of payments and statements of account

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D132	Budget and Treasury	To increase revenue generation and implement financial control systems	Financial Viability	Development of the Financial control system that is capable of producing credible financial reports promptly.	%		Chief Financial Officer	40%	Quarterly	90%	Carry over	70%	70%	Target Achieved	None	None	Oversight reports
D133	Budget and Treasury	To increase revenue generation and implement financial control systems	Financial Viability	Percentage of reduction on dependency of conditional grants	%		Chief Financial Officer	100%	Quarterly	100%	Stand-Alone	20%	0%	Target not Achieved	Non transfer of revenue by LMs	Ensure adherence to the signed SLAs	Bank statements
D134	Budget and Treasury	To increase revenue generation and implement financial control systems	Financial Viability	Percentage of improvement on AG assets related findings compared to the previous year of audit	%		Chief Financial Officer	70%	Monthly	100%	Carry over	80%	80%	Target Achieved	None	None	AGSA Audit reports

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D135	Budget and Treasury	To increase revenue generation and implement financial control systems	Financial Viability	Unqualified AG audit opinion	#		Chief Financial Officer	0	Annually	1	Stand alone	1	0	Target not Achieved	The municipality receive a qualified audit opinion	Full Implementation of AG action plan to ensure improvement	AGSA audit report
D136	Budget and Treasury	To increase revenue generation and implement financial control systems	Financial Viability	Percentage Compliance levels confirmed by Treasury	%		Chief Financial Officer	0	Quarterly	100%	Carry over	90%		Target Achieved			Confirmations from Treasury
D137	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Preparation and review of GRAP compliant AFS	#	Output	Chief Financial Officer	0	Quarterly	4	Cumulative	2	0	Target not Achieved	Delay in the appointment of Manager Financial reporting	HR to FastTrack processes for appointment of the official who will be assisting in the preparation of quarterly AFS	Report on the Accounting on water related transactions

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
												Target	Actuals				
D138	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Full mSCOA compliant	#	Output	Chief Financial Officer	0	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Report on the MSCOA
D139	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Preparation of a GRAP compliant asset register	#	Output	Chief Financial Officer	0	Annually	4	Stand-Alone	2	0	Target not Achieved	Indicator not properly targeted	To be finalised in the 4 <sup>th</sup> quarter	Report on the VAT Consultations
D140	Budget and Treasury	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Water and Sanitation reconciliation with local municipalities.	#	Output	Chief Financial Officer	0	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Reconciliations on water and Sanitation with local municipalities

d. THE CORPORATE SERVICES DIRECTORATE – VOTES 030

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D141	Corporate Shared Services	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage of Directorate budget actually spent	%	Chief Financial Officer	89%	Monthly	100%	Carry Over	25%	26%	Target Achieved	None	None	Expenditure Report
D143	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of disciplinary cases resolved by the end of June	%	Municipal Manager	0	Quarterly	100%	Carry Over	100%	0%	Target not Achieved			Report on the of Disciplinary Cases resolved
D144	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of AG queries resolved in line with the action plan ytd	%	Director : Corporate Shared Services	40	Monthly	100%	Carry Over	100%	45%	Target not Achieved	Ensure that the findings are carried over to the new FY	Ensure that the findings are carried over to the new FY	Implemented AG Action Plan verified by internal audit
D145	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings resolved ytd	%	Director : Corporate Shared Services	100	Monthly	100%	Carry Over	100%	49%	Target not Achieved			Implemented Internal Audit Action Plan

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D146	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Number of Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Director : Corporate Shared Services	12	Monthly	12	Cumulative	6	6	Targeted Achieved	None	None	CoGHSTA Back to Basic Report and proof of submission
D147	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Number of Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Director : Corporate Shared Services	12	Monthly	12	Cumulative	6	6	Targeted Achieved	None	None	CoGTA Back to Basic Report and proof of submission
D148	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Corporate Services Managers Forum Resolutions related to department implemented within specified timeframes ytd	%	Director : Corporate Shared Services	71	Quarterly	100%	Stand alone	100%	100%	Targeted Achieved	None	None	Implemented Resolution register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D149	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Employee Performance Assessments below senior managers conducted ytd	#	Director : Corporate Shared Services	0	Twice a year	2	Stand alone	1	0	Target not Achieved			Evaluation Report and Attendance register
D150	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Departmental Employee Performance Assessments Conducted	#	Director : Corporate Shared Services	0	Twice a year	2	Stand alone	1	0	Target not Achieved			Evaluation Report and Attendance register
D151	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Number of existing policies reviewed and ready for adoption by Council structures YTD	#	Director : Corporate Shared Services	16	monthly	8	Stand alone	4	4	Target Achieved	None	None	Adopted Policies and council resolution
D152	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Percentage implementation of the employment equity plan ytd	%	Director : Corporate Shared Services	75	Monthly	100%	Cumulative Over	100%	Plan not implemented	Target not Achieved	The Plan was not developed	The plan was approved in December,	Employment equity plan and the report on the implementation of the plan

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D153	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Percentage of funded posts filled timeously ytd	%	Director : Corporate Shared Services	80	Quarterly	100%	Carry Over	40%	61.4%	Target over Achieved	None	None	Appointment letters, organisational structure, recruitment plan.
D154	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Percentage progress with the review and approval of the Organogram by Council for next financial year	%	Director : Corporate Shared Services	90	Monthly	100%	Carry Over	50%	50%	Target Achieved	None	None	Reviewed Organogram and council resolution
D155	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Number of people Trained as per programme offered ytd	#	Director : Corporate Shared Services	144	monthly	306	Cumulative	150	87	Target not Achieved	Financial constraints	Budget in the next financial yaer	Training Report and/or attendance
D156	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Strategic Risks mitigated by end of June	#	Director : Corporate Shared Services	1	Quarterly	12	Stand-alone	6		Target Achieved			Implemented Risk Register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D158	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Coordination of training programmes for staff and councillors in line with the Work Skills Plan	#	Director : Corporate Shared Services	150	Quarterly	200	Carry Over	100	82	Target not Achieved	Limited budget	Budget in the next financial year	List of trained councillors and officials
D160	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Percentage of Competency assessments section 56 Managers conducted By June	%	Director : Corporate Shared Services	55%	Annually	100%	Stand-Alone	100%	100%	Target Achieved	None	None	Report on the Competency assessments
D161	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Number of Employee wellness events Coordinated by June	#	Director : Corporate Shared Services	3	Twice a year	2	Cumulative	1	1	Target Achieved	None	None	Attendance register
D163	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Conducting Job Evaluations	#	Director : Corporate Shared Services	20	Monthly	30	Stand-Alone	15	0	Target not Achieved			Report on jobs evaluated and attendance register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D166	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Number of Protective clothing procured for employees by June	#	Director : Corporate Shared Services	75	Annually	650	Stand-Alone	350	34 protective clothing procured	Target not Achieved	SCM did not finalise the appointment of the service provider	To expedite the appointment of service providers	Report on Procurement of Protective clothing and invoice
D168	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Percentage of Conducted counselling sessions to traumatised employees	%	Director : Corporate Shared Services	0	Quarterly	100	Carry Over	100%	0%	Target not Achieved	Delay in execution by the service provider	Liase with the service provider to commence with the counselling	Report on officials counselled
D169	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Percentage Installation of biometric system at head office	#	Director : Corporate Shared Services	20%	Monthly	30%	Carry Over	10%	30%	Target Achieved	None	Non	Report on municipal buildings with Installed Biometric system
D172	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Pest control of MDM office buildings	#	Director : Corporate Shared Services	0	Quarterly	100%	Stand-Alone	50%	50%	Target Achieved	None	None	Report on the Office Space design ytd, delivery notes and job cards.

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D173	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	% Budget spent on Provision of Water and electricity in the municipal premises ytd	%	Director : Corporate Shared Services	0	Monthly	100%	Carry Over	50%	0%	Target not Achieved	Delay in SCM processes	Expedite the appointment of the service provider	Report on the Provision Water and electricity in the municipal premises
D174	Corporate Shared Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Payment made to the department of labour	%	Director : Corporate Shared Services	100%	Annually	100%	Stand alone	100%	100%	Target Achieved	None	None	Report on the payments made to Department of Labour
D175	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Services of serviceable items in the server room in Giyani	%	Director : Corporate Shared Services	100%	Quarterly	100%	Carry Over	100%	100%	Target Achieved	None	None	Report on Services received
D176	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Implementation of projects for IT Disaster Recovery Plan	%	Director : Corporate Shared	100%	Quarterly	100%	Carry Over	100%	25%	Target not Achieved	Limited budget	Reprioritize during Budget adjustment	Report on the implementation of the Recovery Plan
D178	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Contracts for provision and maintenance of IT services within MDM.		Output	Director: Corporate Shared	Monthly	12	Cumulative	6	2	Target not Achieved	Other contractors not signed due to integration	Monitoring of SLA signed with vendors	Invoice

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
														of business processes		
D180	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Installation of rental photocopier machine	#	Director : Corporate Shared Services	0	Annually	12	Stand-Alone	6	6	Target Achieved	None	None	Invoice
D181	Corporate Shared Services	To promote democracy and sound governance	Good Governance and Public Participation	Implementation of Directorate Audit Committee Resolutions	%	Director : Corporate Shared Services	90%	Monthly	100%	Carry Over	100%	62%	Target not Achieved			Report on Audit Committee Resolutions

THE PLANNING AND DEVELOPMENT DIRECTORATE– VOTES 050, 035

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D183	Development Planning	To promote democracy and sound governance	Good Governance and Public	Percentage of AG queries resolved ytd	%	Director: Development Planning	100%	Quarterly	100%	Carry Over	50%	36%	Target not Achieved			Implemented AG Action Plan verified

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
			Participation													by internal audit
D184	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings resolved ytd	%	Director: Development Planning	95%	Quarterly	100%	Carry Over	100%	48%	Target not Achieved			Internal Audit Action Plan
D185	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Director: Development Planning	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	CoGHSTA Back to Basic report and proof of submission
D186	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Director: Development Planning	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	CoGTA Back to Basic report and proof of submission
D187	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Report on Heads of Departments of Planning and	#	Director: Development Planning	4	Quarterly	4	Cumulative	2	1	Target not Achieved	2 <sup>nd</sup> meeting of November	Hold 2 meetings in the 3 <sup>rd</sup> quarter	Report on the implemented resolutions

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
				Development forum resolutions implemented										2019 did not correlate		
D188	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Percentage Strategic Risks mitigated by end of June	%	Director: Development Planning	0	Monthly	100%	Last Value	100%	0	Target not Achieved	SDF at gazetting stage, LED 20 year plan at procurement stage	Finalise the procurement in the 3 <sup>rd</sup> quarter	Risk register with mitigated risks
D189	Development Planning	To promote economic sectors of the District	Local Economic Development	Percent budget spent of the directorate ytd	%	Director: Development Planning	70	Quarterly	100%	Carry Over	45%	46%	Target Achieved	None	None	Expenditure report
D190	Development Planning	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Departmental Employee Performance Assessments Conducted ytd	#	Director: Development Planning	0	Annually	2	Stand-Alone	1	0	Target not Achieved	Deputy managers have not signed PP	Finalise the signing of performance agreement by level 3&4	Attendance register Minutes and Evaluation report
D201	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Report on IGR Planning and Development forum resolutions implemented	#	Director: Development Planning	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Resolution register Minutes and attendance registers

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D202	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of the Audit Committee resolutions implemented	#	Director: Development Planning	4	Quarterly	4	Cumulative	50%	50%	Target Achieved	None	None	Resolution register
D203	Development Planning	Development Planning	To promote economic sectors of the District	Procuring of Exhibition Space for marketing by September	#	Director: Development Planning	0	Annually	1	Stand alone	1	1	Target Achieved	None	None	Report and attendance register
D205	Development Planning	Development Planning	To promote economic sectors of the District	Identify & train youth for the assessment of the global gap certification by December	#	Director: Development Planning	1	Annually	1	Stand alone	1	0	Target not Achieved	Delay in appointment of services provider	Expedite the appointment of the services provider	Report on trained Youth for the global gap certification and Attendance Register
D207	Development Planning	Development Planning	To promote economic sectors of the District	Seda (Training) Quarterly	#	Director: Development Planning	0	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Training document, attendance register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D208	Development Planning	To promote economic sectors of the District	Local Economic Development	Quarterly District LED Forum	#	Director: Development Planning	0	Quarterly	3	Cumulative	1	1	Target Achieved	None	None	Report on training, training documents and Attendance registers
D209	Development Planning	To promote economic sectors of the District	Local Economic Development	Technical Economic Committee	#	Director: Development Planning	0	Quarterly	3	Cumulative	1	1	Target Achieved	None	None	Minutes and Attendance register
D210	Development Planning	To promote economic sectors of the District	Local Economic Development	EPWP District quarterly Forum	#	Director: Development Planning	0	Quarterly	3	Cumulative	1	1	Target Achieved	None	None	Minutes and Attendance register
D211	Development Planning	To promote economic sectors of the District	Local Economic Development	Tourism Association engagements	#	Director: Development Planning	0	Bi-annually	2	Cumulative	1	1	Target Achieved	None	None	Minutes and Attendance register
D212	Development Planning	To promote economic sectors of the District	Local Economic Development	Trade & Manufacturing engagements	#	Director: Development Planning	0	Bi-annually	2	Cumulative	1	1	Target Achieved	None	None	Minutes and Attendance register
D213	Development Planning	To promote economic sectors of the District	Local Economic Development	LED Practitioners Forum	#	Director: Development Planning	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Minutes and Attendance register
D22	Development Planning	To promote economic	Local Economic	Provision and	#	Director: Development	0	Bi-annual	2	Cumulative	1	1	Target Achieved	None	None	Signed MOUs

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
18		sectors of the District	Development	Management of the Exhibition pavilion in December and June		ent Planning										
D2220	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Provision and co-Management of Exhibitions Pavilion with LEDA & LEDET by September	#	Director: Development Planning	0	Annually	1	Stand alone	1	1	Target Achieved	None	None	Report and Attendance register
D224	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Development of Annual LED calendar of events	#	Director: Development Planning	0	Annually	1	Cumulative	1	1	Target Achieved	None	None	Report and Attendance register
D226	Development Planning	To promote democracy and sound governance	Good Governance and Public Participation	Development of information on mineral resource commodity	#	Director: Development Planning	0	Once-off	1	Stand alone	1	1	Target Achieved	None	None	Report on Website development
D229	Development Planning	To have efficient, effective, economic and integrated use of land space	Spatial Rationale	Development of the Disaster Management Application	#	Director: Development Planning	0	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Developed Disaster Management Application

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D232	Development Planning	To have efficient, effective, economic and integrated use of land space	Spatial Rationale	Co-ordinate GIS Awareness	#	Director: Development Planning	0	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Awareness campaigns attendance register and invitation
D233	Development Planning	To have efficient, effective, economic and integrated use of land space	Spatial Rationale	Development of Dashboard Application	#	Director: Development Planning	0	Quarterly	4	Cumulative	2	0	Target not Achieved	Only 1 was done		Report on Department of Rural and Land Reform Service Level Agreement on Data Sharing Act
D234	Development Planning	To have efficient, effective, economic and integrated use of land space	Spatial Rationale	Spatial Data Sharing	#	Director: Development Planning	0	Quarterly	4	Cumulative	2		Target not Achieved	Limited budget	Adjust the budget to accommodate the programme	Reports on Mopani District Geodatabase Updating and Maintenance
D237	Development Planning	To have efficient, effective, economic and integrated use of land space	Spatial Rationale	Land use and land development management	#	Director: Development Planning	0	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Minutes, resolutions and attendance registers

e. THE INFRASTRUCTURE SERVICES DIRECTORATE– VOTES 055

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	Mid-year	Mid - year	Remarks	Challenges	Corrective Measures	Source of Evidence
									Target	Actuals				
D240	To have integrated infrastructure development	Basic Service Delivery	Number of Regional Infrastructure Grant Progress meetings held with DWS YTD	#	Director: Infrastructure Management	10	10	Cumulative	5	5	Target Achieved	None	N/A	RBIG Progress Reports,
D241	To have integrated infrastructure development	Basic Service Delivery	Number of MIG reports submitted to COGHSTA ytd	#	Director: Infrastructure Management	12	12	Cumulative	6	6	Target Achieved	None	N/A	MIG reports
D242	To have integrated infrastructure development	Basic Service Delivery	Number of completed water projects towards the provision of water to the District	#	Director: Infrastructure Management	24	15	Cumulative	5	5	Target Achieved	None	N/A	List of completed water projects, completion certificates
D243	To have integrated infrastructure development	Basic Service Delivery	Percentage of contractors on schedule	%	Director: Infrastructure Management	0	100%	Reverse Last Value	100%	0	Target not Achieved	Community strikes. Delays in delivery of materials leading to delays in completion of projects	Close monitoring of projects	List of contractors that are behind schedule

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	Mid-year	Mid - year	Remarks	Challenges	Corrective Measures	Source of Evidence
									Target	Actuals				
D244	To have integrated infrastructure development	Basic Service Delivery	Number of completed MIG funded VIP ablution facilities for provision of sanitation in the District	#	Director: Infrastructure Management	0	450	Cumulative	250	0	Target not Achieved	Contractors not yet appointed for construction of the VIP toilets	MDM to expedite appointment of contractors.	Report on completed ablution facilities
D246	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage R-value spent on MIG ytd	%	Director: Infrastructure Management	32.12	100%	Cumulative	30%	25%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors	MIG Expenditure report
D247	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage Regional Infrastructure Grant RBIG spent y.td	%	Director: Infrastructure Management	100	100%	Cumulative	30%	24%	Target not Achieved	Slow progress on site	Close monitoring of contractors	RBIG Expenditure report
D248	To increase revenue generation and implement financial control systems	Municipal Financial Viability and Management	Percentage Regional Infrastructure Grant WSIG spent y.td	%	Director: Infrastructure Management	100	100%	Cumulative	30%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors	WSIG Expenditure report
D249	To increase revenue generation and	Municipal Financial Viability and	Percentage of the Engineering Services departmental budget spent	%	Director: Infrastructure Management	75	100%	Cumulative	25%	40%	Target Achieved	Insufficient budget	To secure sufficient budget in future	Departmental Expenditure report

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	Mid-year	Mid - year	Remarks	Challenges	Corrective Measures	Source of Evidence
									Target	Actuals				
	implement financial control systems	Management												
D250	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of AG queries resolved ytd	%	Director: Infrastructure Management	90	100%	Cumulative	100%	0%	Target not Achieved	The 2018/19 AG Action list is not yet issued / distributed	MDM to finalize the 2018/19 AG action list	Implemented AG Action Plan verified by internal audit
D251	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings resolved ytd	%	Director: Infrastructure Management	75	100%	Cumulative	100%	30%	Target not Achieved	The directorate was not able to resolve all findings	To resolve all the outstanding findings	Implemented Internal Audit Action Plan
D254	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Technical Manager's Forum Resolutions related to department implemented within specified timeframes	%	Director: Infrastructure Management	0	100%	Carry Over	100%	100%	Target Achieved	Non-attendance of the committee by some stakeholders	To ensure sound coordination of the committee	Implemented Resolution register
D255	To promote democracy and sound governance	Good Governance and Public	Strategic Risks mitigated by end of June	%	Director: Infrastructure Management	1	100%	Last value	100%	25%	Target not Achieved	75% of the identified risks have not yet	To mitigate all identified risks	Risk Register with mitigated risks

Ref	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
									Target	Actuals				
		Participation										been mitigated		
D256	To have integrated infrastructure development	Basic Service Delivery	Number of maintenance cases resolved towards a functional water infrastructure	%	Director: Infrastructure Management	0%	100%	Carry Over	100%	75%	Target not Achieved	High vacancy rate	MDM to expedite appointment of personnel	Job Cards
D259	To have integrated infrastructure development	Basic Service Delivery	Percentage of operation and maintenance allocation spent on water services ytd	%	Director: Infrastructure Management	120	100%	Carry Over	50%	40%	Target not Achieved	Insufficient budget	Ensuring that sufficient budget is allocated in future	Operation and Maintenance Expenditure reports

f. THE COMMUNITY SERVICES DIRECTORATE – VOTES 040, 043, 044, 045

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D286	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of Departmental Internal Audit findings resolved ytd	%	Director: Community Services	100%	Quarterly	100%	Cumulative	100%	67	Target not Achieved	Understaffing and budget constraints	To fill all the prioritised positions and accelerate SCM processes	Internal Audit Action Plan

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D287	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGHSTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Director: Community Services	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	CoGHSTA B2b Report and proof of submission.
D288	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Number of CoGTA Back to Basics statistical reports submitted to M&E by the 7th of each month	#	Director: Community Services	12	Monthly	12	Cumulative	6	6	Target Achieved	None	None	CoGTA B2b Report and proof of submission.
D289	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of IGR Social Cluster Technical Committee resolutions implemented within specified timeframes ytd	%	Director: Community Services	100%	Quarterly	100%	Stand alone	100%	88%	Target not Achieved	Event still to come in the 3 <sup>rd</sup> quarter (8/9 resolved)	To be reported in the 3 <sup>rd</sup> quarter	Resolutions register
D291	Community Services	To promote economic sectors of the District	Local Economic Development	100 Social Sector EPWP jobs created by 30 <sup>th</sup> June 2020	#	Director: Community Services	100	Quarterly	100	Cumulative	50	126	Target over Achieved	None	None	EPWP beneficiary list
D292	Community Services	To inculcate entrepreneurial and intellectual capabilities	Municipal Transformation and Organisational Development	Departmental Employee Performance Assessments Conducted	#	Director: Community Services	0	Quarterly	4	Cumulative	2	0	Target not Achieved	Performance Contracts were not yet ready	Assessment will be done before end of 3 <sup>rd</sup> quarter.	Attendance register, minutes and evaluation report

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D293	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Implementation of Directorate Audit Committee Resolutions	%	Director: Community Services		Quarterly	100%	Stand alone	100%	100%	Target Achieved	None	None	Audit Committee Resolutions Register
D294 (PRC-102)	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Conducting of water Sampling and Analysis	#	Manager Environmental Health	0	Monthly	120	Cumulative	60	64	Target over Achieved	None	N/A	Proof of sample submission and water sampling laboratory results
D295	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Conducting of Food Sampling and Analysis	#	Manager Environmental Health	0	Quarterly	4	Cumulative	2	59	Target over Achieved	None	None	Proof of sample submission and Food sampling laboratory results
D296	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Awareness campaigns to be conducted according to Environmental Calendar days i.e Biodiversity Day, World	#	Director: Community Services	4	Twice a year	2	Cumulative	1	2	Target over Achieved	None	None	Attendance register and awareness campaign document

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
				Environment Day, Wetland day, Abor Day and also Air Quality Management Awareness Campaigns..												
D301	Community Services (PRC_110)	To improve community safety, health and social well-being	Basic Service Delivery	Conducting of Health and hygiene awareness campaigns	#	Manager Environmental Health	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Attendance register and workshop documents
D303	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Support to aerial firefighting supported during fire season	%	Chief Fire Officer	0	Quarterly	100	Cumulative	100%	100%	Target Achieved	None	None	Report on the Support provided
D304 (PRC_116)	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Conducting of fire awareness campaigns	#	Chief Fire Officer	0	Quarterly	4	Cumulative	2	37	Target over Achieved	None	None	Report on conducting of fire awareness campaigns

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D306	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Public education and Fire Awareness	#	Chief Fire Officer	20	Quarterly	16	Stand-Alone	8	37	Target over Achieved	None	None	Furniture specifications and requisition
D307	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Disaster Management awareness campaigns	#	Head of the Disaster Centre	0	Quarterly	3	Cumulative	1	5	Target over Achieved	None	None	Report on the Disaster Management awareness campaign document and attendance register
D308	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	% Budget spent on Disaster Relief Support as required	%	Head of the Disaster Centre	0	Annually	100%	Stand-Alone	100%	0	Target not Achieved	Budget was adjusted to zero	To be reviewed during budget adjustment	Expenditure report and Report on Disaster relief
D312	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Conducting of the Disaster Risk Research by June 2020	#	Head of the Disaster Centre	0	Annually	1	Stand-Alone	1	1	Target Achieved	None	None	Report of the conducted research.
D314 (PRC12)	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Procurement of the solar light in 5 Locals municipalities by end of December	#	Head of the Disaster Centre	0	Annually	1	Stand-Alone	1	0	Target not Achieved	Budget adjusted during special adjustment	To do virement/adjustment on the budget	Specs, requisition and report on the Procurement of the solar light district (Locals)

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
7)																
D315 (PRC-128)	Community Services	To improve community safety, health and social well-being	Basic Service Delivery	Procurement of AFIS Dashboard for fire risk assessments by end of December	#	Head of the Disaster Centre	0	Annually	1	Stand-Alone	1	0	Target not Achieved	Budget adjusted during special adjustment	To do virement/adjustment on the budget	Specs and report on the Procurement of AFIS Dashboard for fire risk assessments
D321 PRC28	Community Services OEM – Special Projects	To promote democracy and sound governance	Good Governance and Public Participation	Support of 2 sport confederations activities in September and June  Number of District Sport Confederation meetings held and supported	#	Director: Community Services	3	Twice a year	2	Stand-Alone	1	1	Target Achieved	None	None	Report on coordination of sport confederation
D322	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Supporting performance and visual artists	#	Director: Community Services	0	Twice a year	2	Stand-Alone	1	1	Target Achieved	None	None	Attendance register and Invoice

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D323 PRC29	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Coordination of Indigenous games between July to September  Coordination of 3 Indigenous games in July, August and September	#	Director: Community Services	3	Thrice a year	3	Stand-Alone	1	1	Target Achieved	None	None	Report on the Coordination of Indigenous games
D325 PRC31	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Coordination of Golden games in September and December  Coordination of 3 Golden games in August, September and October	#	Director: Community Services	2	Twice a year	2	Stand-Alone	2	2	Target Achieved	None	None	Report on Golden games, Playing and parading material, transport meals and accommodation
D326	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Coordination of women's Sport that are male dominated	#	Director: Community Services	0	Annually	1	Stand alone	1	0	Target not Achieved			Report and Attendance register
D329	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Support to Library activities	#	Director: Community Services	0	Twice a year	1	Stand alone	1	1	Target Achieved	None	None	Report and Attendance register

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
PRC33				Coordination of 2 Library activities												
	Community Services	To promote democracy and sound governance	Good Governance and Public Participation	Support to early childhood sport and recreational activities	#	Director: Community Services	0	Annually	1	Stand alone	1	1	Target Achieved	None	None	Report and Attendance register

g. THE OFFICE OF THE SPEAKER – VOTES 005

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Corrective Measures	Source of Evidence
											Target	Actuals				
D330	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of MPAC recommendations passed on to Council YTD	%	Municipal Manager	100	Quarterly	100%	Stand alone	100%	100%	Target Achieved	None	None	A report with recommendations. And council resolution

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Correctives Measures	Source of Evidence
											Target	Actuals				
D331	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	Percentage of oversight committee resolutions forwarded to council	%	Office of the Speaker	100	Quarterly	100%	Stand alone	100%	100%	Target Achieved	None	None	Portfolio committee Oversight report and council resolution
D332	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	MPAC reports submitted to Council YTD	#	Office of the Speaker	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	MPAC Reports and council resolution
D335	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	Number of projects visits conducted ytd	#	Office of the Speaker	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Attendanc e register and a list of projects visited
D338	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	MPAC District Wide Session held in September	#	Office of the Speaker	1	Annually	1	Stand-Alone	1	1	Target Achieved	None	None	Report on MPAC District Wide Session
D339	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	District Ward Committee Conference to be held between July to September	%	Office of the Speaker	1	Annually	1	Stand-Alone	1	1	Target Achieved	None	None	Report on the District Ward committee conference
D340	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	4 District Ward Committee	#	Office of the Speaker	4	Quarterly	4	Cumulative	2	2	Target Achieved	None	None	Report on the District Ward committee

Ref	Directorate	Strategic Objective	Municipal KPA	KPI	UOM	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Mid-year	Mid-year	Remarks	Challenges	Correctives Measures	Source of Evidence
											Target	Actuals				
D341	Office of the Speaker Office of the Executive Mayor	To promote democracy and sound governance	Good Governance and Public Participation	Number of Council Portfolio Committees monthly meetings	#	Office of the Executive Mayor	9	Monthly	36	Stand alone	18	19	Target Achieved	None	None	Council Portfolio Committees
D342	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	IDP & Budget public participation, Outreach Council sittings. MPAC public hearings. District day of prayer	#	Office of the Speaker	4	Quarterly	4	Cumulative	2	1	Target not Achieved			Attendance register Public participation document
D343	Office of the Speaker	To promote democracy and sound governance	Good Governance and Public Participation	Implementation of Directorate Audit Committee Resolutions	%	Office of the Speaker		Quarterly	100%	Carry Over	100%	100%	Target Achieved			Report on Audit Committee Resolutions

ANNEXURE A – , CAPITAL INFRASTRUCTURE PROJECTS – QUARTERLY PROJECTED IMPLEMENTATION

The breakdown of quarterly projected implementation of capital and operational projects follows:

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
D260	To have integrated infrastructure development	Basic Service Delivery	Jopie-Mawa Ramotshinyadi Water Reticulation	Construction of water reticulation pipeline; Installation of yard connections and construction of storage facilities, refurbishment of boreholes,	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	96.75%	Target Achieved	None	N/A	Project progress report / completion certificate

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
D261	To have integrated infrastructure development	Basic Service Delivery	Thapane Water Supply Scheme: Upgrading & Extension	Construction of 10252m bulk line, 10ML concrete reservoir, pump station, drilling, equipping and electrifying of 5 boreholes, supply and installation of 4 centrifugal pumps, rehabilitation of the treatment plant, Upgrading the pump station, rehabilitation of Simarela package plant,	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	96%	Target Achieved	The contractor is failing to complete the remaining works	MDM to effect termination of the contractor	Project progress report / completion certificate

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
				construction of simerela office block, construction of a septic tank, construction of a settling tanks, rehabilitation of 3 boreholes, installation of 14 valves, installation of 21 thrust blocks, installation of 48 pipeline markers, construction of 14 manholes												

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
D262	To have integrated infrastructure development	Basic Service Delivery	Thapane Regional Water Scheme (Upgrading of Water Reticulation and Extensions)	Construction of 18.5km reticulation, installation of 5 elevated steel tanks, Equipping of 5 new boreholes, installation of 74 communal stand pipes and installation of 5 booster pumps	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	32%	Target not Achieved	Delays in delivery of pipes which are procured from neighbouring countries	Contractor to procure sufficient materials in advance to ensure timely delivery	Project progress report / completion certificate
D263	To have integrated infrastructure development	Basic Service Delivery	Tours Bulk Water Scheme : Rehabilitation and Upgrading of Bulk Lines	Construction of bulk water supply line	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	82.5%	Target Achieved	None for the current period	N/A	Project progress report / completion certificate

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
D264	To have integrated infrastructure development	Basic Service Delivery	Sefofotse to Ditshosine Bulk Water Supply/Ramahlatsi Bulk and Reticulation	Construction of a Bulk Water Supply pipeline, water reticulation network, Drilling, refurbishment and equipping of boreholes, Yard connections	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	82.7%	Target Achieved	Community strikes.	The strike was resolved, contractors returned to site for completion of the outstanding works	Project progress report / completion certificate
D265	To have integrated infrastructure development	Basic Service Delivery	Hoedspruit Bulk Water Supply	Construction of concrete storage facility (reservoir) and associated fittings	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	92%	Target Achieved	The identified reservoir location falls within a private property.  Construction of the reservoir cannot proceed until approval is granted By DPW	MDM is having ongoing engagements with DPW for approval of the alternative reservoir location	Project progress report / completion certificate

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
D266	To have integrated infrastructure development	Basic Service Delivery	Kampersus Water Reticulation	Construction of water reticulation pipeline, construction yard connections, Construction of storage facilities (reservoirs) installation of 315KV transformer, 4.09 rising mains, Refurbishment of pumps	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate
D267	To have integrated infrastructure development	Basic Service Delivery	Upgrading Of Middle Letaba Water Treatment Plant	Replacement of old asbestos pipes with HDPE and UPVC pipes, Installation of water	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate

R ef	Strateg ic Objecti ve	Munic ipal KPA	Capital Project	KPI	U O M	KPI Owner	Annu al Targ et	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targ eted Prog ress	Activity	% Targeted Progress					
				reticulation pipeline, storage facilities (reservoirs).												
D 2 6 8	To have integrated infrastructure development	Basic Service Delivery	Mopani Household Sanitation	Construction of VIP toilets	%	Infrastructure Services / PMU Manager	100 %	Excavations, pit lining and erection of top structures	20,1 %	Excavations, pit lining and erection of top structures	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate
D 2 6 9	To have integrated infrastructure development	Basic Service Delivery	Ritavi 2 Water Scheme	Construction of water reticulation pipeline, storage facilities, stand pipes	%	Infrastructure Services / PMU Manager	100 %	Excavations and pipe laying	20,1 %	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate
D 2 7 0	To have integrated infrastructure development	Basic Service Delivery	Thabina To Lenyenye Bulk Water Supply	Upgrading of the bulk water supply line, Water reticulation pipeline, storage facilities,	%	Infrastructure Services / PMU Manager	100 %	Excavations and pipe laying	20,1 %	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	The Municipality to expedite appointment of contractors	Project progress report / completion certificate

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
				stand pipes												
D271	To have integrated infrastructure development	Basic Service Delivery	Sekgosese Water Scheme	Construction of storage facilities (reservoirs), Pump stations, Bulk Water Supply pipe lines, reticulation pipelines, equipping of existing boreholes,	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate
D272	To have integrated infrastructure development	Basic Service Delivery	Makhushane Water Scheme	Replacement of the bulk pipeline with ductile iron pipe, replacement of water reticulation pipeline, yard connections, fire hydrants	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate

Ref	Strategic Objective	Municipal KPA	Capital Project	KPI	UOM	KPI Owner	Annual Target	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid- Year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
								Activity	% Targeted Progress	Activity	% Targeted Progress					
D273	To have integrated infrastructure development	Basic Service Delivery	Middle Letaba Water Bolobedu NW	Construction of water reticulation pipeline, Installation of 60 yard connections, erection of a 380kl elevated steel tank, drilling, equipping and electrifying 1 borehole	%	Infrastructure Services / PMU Manager	100%	Excavations and pipe laying	20,1%	Pipeline Excavations, Bedding, Laying and Backfilling	43,2%	0%	Target not Achieved	Delays in appointment of contractors	MDM to expedite appointment of contractors.	Project progress report / completion certificate

## Infrastructure Management: Roads and Water

Ref	Strategic Objective	Capital Project	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid-year Actual Performance	Remarks	Challenges	Corrective Measures	Source of Evidence
									Activity	% Progress	Targeted	% Progress					
D274	To have integrated infrastructure development	Rural Road Asset Management System	Road visual assessments and traffic counts of municipal roads	% of progress	Infrastructure Services / Deputy Manager Roads and Transport	Paved road visual assessments for 5 LMs were done in 2017/2018 and 2018/2019 FYs	100%	Cumulative	Visual condition assessments of Greater Giyani LM unpaved municipal road network	17%	Visual condition assessments of Greater Tzaneen LM unpaved municipal road network and traffic counts of unpaved municipal roads at 2 LMs.	42%	36%	Target not Achieved	Slow progress	Close monitoring of the service provider	Report
D275	To have integrated infrastructure development	Development of Freight Transport and Logistics strategy	A strategy that will manage freight transportation in the district	% of progress	Infrastructure Services / Deputy Manager Roads and Transport	None	100%	Cumulative	Appointment of Service Provider	0%	Research and consultation phase	45%	36%	Target not Achieved	Slow progress	Close monitoring of the service provider	Strategy document
D276	To have integrated infrastructure development	Development of Rural Transport strategy	A strategy to promote access and mobility in villages	% of progress	Infrastructure Services / Deputy Manager Roads and Transport	None	1	Cumulative	Appointment of Service Provider	0%	Research and consultation phase	45%	36%	Target not Achieved	Slow progress	Close monitoring of the service provider	Strategy document

Ref	Strategic Objective	Capital Project	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	1 <sup>st</sup> Quarter		2 <sup>nd</sup> Quarter		Mid-year Actual Performance		Remarks	Challenges	Corrective Measures	Source of Evidence
									Activity		% Targeted Progress							
					Transport													
D277	To have integrated infrastructure development	Grader maintenance and repairs (vehicles)	Number of Hours (HRS) bladed	Number of HRs bladed	Infrastructure Services / Deputy Manager Roads and Transport	The 5 Mopani District municipality graders bladed for 518 HRS in 2018/2019 FY	600 HRS	Cumulative	Follow up with Fleet Management Unit and Service Provider responsible for maintenance and repairs to ensure that all graders are maintained and functional	150HRS	Follow up with Fleet Management Unit and Service Provider responsible for maintenance and repairs to ensure that all graders are maintained and functional	300HRS	583	Target Achieved	Delays in repair and maintenance of graders	MDM to make sufficient provision for appointment of mechanic for repairs and maintenance of graders	Invoice	
D278	To have integrated infrastructure development	District Transport forum	Forum to address challenges of the community in terms of transport services and transport infrastructure (roads, bridges, taxi ranks etc.)	Number of District Transport forums	Infrastructure Services / Deputy Manager Roads and Transport	8 Forums including special District Transport forums were held in 2018/2019 FY	#4	Cumulative	1 District Transport forum held successfully YTD		2 project site visits and 1 Special Road Infrastructure forum to be conducted in preparation for District Transport forum	1	1	Target Achieved	None	N/A	Attendance register and minutes	

Ref	Strategic Objective	Capital Project	KPI	UOM	KPI Owner	Baseline	Annual Target	KPI Calculation Type	1st Quarter		2nd Quarter		Mid-year Actual Performance		Remarks	Challenges	Corrective Measures	Source of Evidence
									Activity	#	% Progress	Targeted						
D278	To have integrated infrastructure development	October Transport Month	Launch of the District October Transport month	Number of October Transport month event	Infrastructure Services / Deputy Manager Roads and Transport	None	#1	Cumulative	Planning of October Transport month event	#0	1 October Transport month event held successfully	#1	1	Target Achieved	None	N/A	Attendance register and Minutes	

## **PART 2**

### **MID-YEAR BUDGET PERFORMANCE REPORT**

#### **MID-YEAR BUDGET PERFORMANCE REPORT IN COMPLIANCE WITH SECTION 72 OF THE MUNICIPAL FINANCE MANAGEMENT ACT 56 OF 2003 (MFMA) AS WELL AS SECTION 23 OF LOCAL GOVERNMENT: MUNICIPAL BUDGET AND REPORTING REGULATIONS (MBRR)**

##### **1. PREAMBLE**

In terms of Section 72 (1)(a) of the Municipal Finance Management Act 56 of 2003, the accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account –

- (i) The monthly statements referred to in section 71 for the first half of the financial year;
- (ii) The municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the SDBIP;
- (iii) The past year's annual report and progress on resolving problems identified in the annual report; and
- (iv) The performance of every municipal entity under the sole or shared control of the municipality if applicable;
- (v) Submit a report on such assessment to:

- i. The Mayor of the Municipality;
- ii. The National Treasury; and
- iii. The relevant Provincial Treasury

Section 34 deals with the publication of mid-year budget and performance assessments, stipulating that “within five working days of 25 January each year the municipal manager must make the mid-year budget and performance assessment public by placing it on the municipal website.

Section 35 deals with the submission, “The municipal manager must submit to the National Treasury and the relevant Provincial treasury in both printed and electronic format”.

## **2. BACKGROUND**

Section 71 of the MFMA requires that the accounting officer of the municipality must by no later than 10 working days after the end of each month submit to the Mayor, national treasury and the relevant provincial treasury in the prescribed format on the state of the municipality’s budget reflecting particulars for that month and for the financial year up to the end of that month.

Section 72 of the MFMA requires that the accounting officer must by the 25th January of each year assess the performance of the Municipality during the first half of the financial year, taking into account the Section 71 reports and the SDBIP. As part of this review, recommendations are to be made as to whether an adjustments budget and revised revenue and expenditure projections are necessary.

The assessment aims at enhancing managements' decisions and monitoring activities. In addition, the assessment can be utilized as a tool to assist in the management of cash flows and performance management.

### **3. PROCESS FOLLOWED**

For the purposes of the completion of this report, the original S71 reporting has been used as a basis, which shows the 6 months actual revenue and actual expenditure including capital expenditure movements on the approved budget and the revised budget as tabled on 11 November 2019.

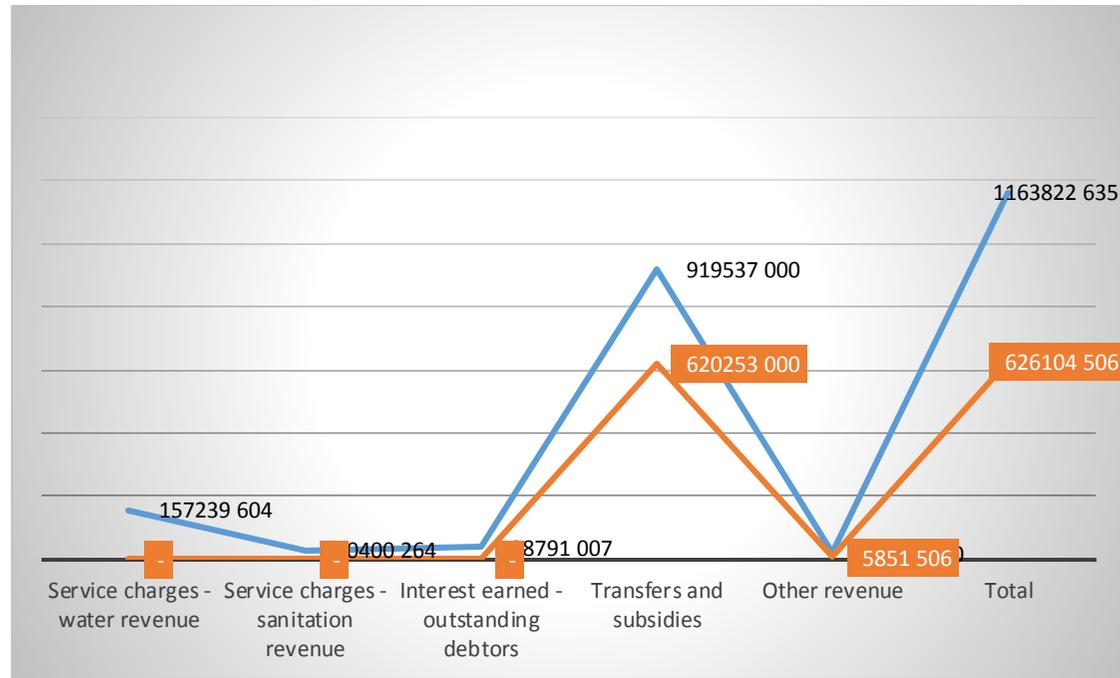
The preparation of the financial reports such as the S71, Schedule C and expenditure reports had significant challenges in the 1<sup>st</sup> quarter due to migration to mSCOA system (Munsoft) and the municipality did not comply with S71 for the months (July-September) due to unavailability of mSCOA financial system. However, in the months October to December monthly data strings were uploaded on the National Treasury portal.

#### **4.1 Revenue**

**Table 1**

Description	Original Budget	Revised Budget	December Receipt	Year YTD actual	%Year YTD budget
<b>Revenue By Source</b>					
Service charges - water revenue	157 239 604	157 239 604	0	0	0
Service charges - sanitation revenue	30 400 264	30 400 264	0	0	0
Interest earned - outstanding debtors	38 791 007	38 791 007	0	0	0
Transfers and subsidies	919 537 000	919 537 000	237 112 000	620 253 000.00	67
Other revenue	22 940 000	17 854 760	0	5 851 505.54	32.77
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>1 174 529 875</b>	<b>1 169 444 635</b>	<b>237 112 000</b>	<b>626 104 505.54</b>	<b>53.31</b>

**Graph: 1 Revenue**



**Service charges** – The municipality has appointed LM's as Water Service Providers on its behalf and has signed reviewed the SLA's with the aim of strengthening control on the water and sanitation transactions. No Local Municipalities are transferring the revenue received from water and sanitation as stipulated in the SLAs.

**Government grants** – As per table above, it is clear that the municipality heavily relies on grants, the municipalities has received **67%** on operating grants and subsidies as at Mid-year.

**Other income** – this item includes interest earned on current account and investments, sale of tender documents and fire services charges. The municipality has received **32.77%** on other income as at mid-year.

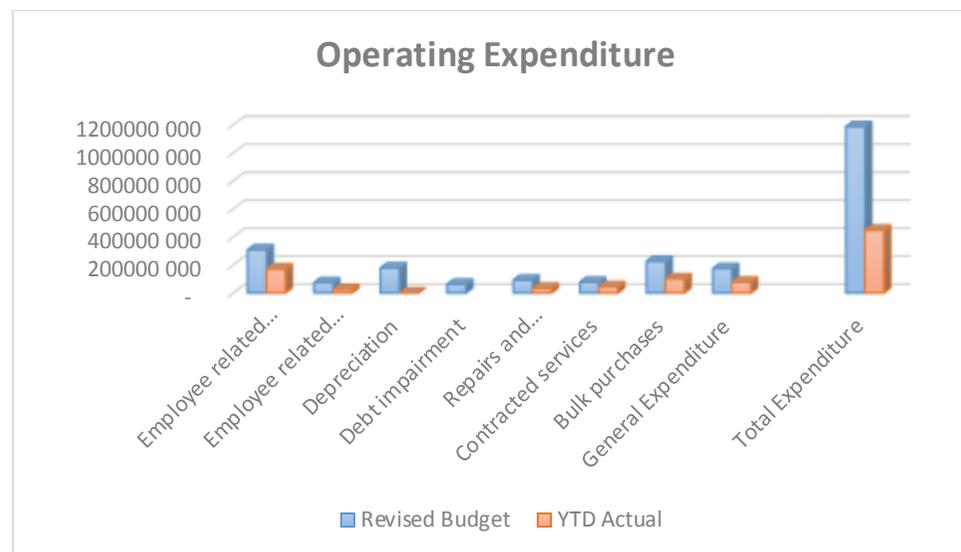
## 4.2 Operating Expenditure

**Table 2**

DESCRIPTION	ORIGINAL BUDET	REVISED BUDGET	YTD EXPENDITURE DECEMBER 2019	%
Remuneration of Councillors	13 396 101	13 396 101	7 928 883.42	<b>59.19</b>
Employee related costs	451 864 285	379 895 634	186 786 143.58	<b>49.17</b>
Depreciation	178 067 165	178 067 165	0	<b>0</b>
Debt impairment	61 339 909	61 339 909	0	<b>0</b>
Repairs and Maintenance	107 705 366	91 482 961	32 753 189,87	<b>35.80</b>

Contracted Services	287 341 657	76 520 316	44 493 656.38	<b>58.15</b>
Bulk Purchases	20 662 900	225 662 900	99 155 221.83	<b>43.94</b>
General Expenditure	225 427 629	173 407 905	76 920 224.02	<b>44.36</b>
<b>Total Operating Expenditure</b>	<b>1 345 805 012</b>	<b>1 199 772 891</b>	<b>448 037 319.99</b>	<b>37.34</b>

## Graph 2



**Employee Related Costs (Salaries and Wages & Social contribution)** – this item remains the largest cost. The fixed nature of the salaries makes it difficult to reduce the level of expenditure when compared to other operating expenditure. Critical positions must be prioritized to ensure that adequate budget is available until the end of the financial year.

**Councillor Remuneration** – An increase on councillors remuneration has not yet been effected as the regulating gazette specifying the remuneration packages was not yet issued by the end of December 2019.

**Depreciation** – There have been no journal entries to account for depreciation, however the budgeted amount is currently deemed sufficient.

**Bulk Purchases** – this line item pertains to bulk water purchases from Lepelle Northern Water and Department of Water and Sanitation. The municipality has entered into payment agreement with Lepelle Northern Water to repay the historical

debt. Negotiations with Lepelle Northern Water are currently underway to revise the current signed agreement, as it is not sustainable.

**Contracted services** – includes the payments for leased vehicles, security services, Legal Services, consultants assisting in preparation of AFS and mSCOA. This expenditure is linked to contractual commitments.

**Repairs and Maintenance** - This figure includes repairs and maintenance on an ad hoc basis.

**General expenditure** – includes items such as fleet costs (fuel & oil, admin costs, licences), telephone system rental, licences, advertising and essential user re-imbursive costs.

#### **4. Cash and Cash Equivalents**

The bank balance including short-term investments as at 31 December 2019 is **R379, 3 million**.

This is committed in terms of the following:-

- Unspent conditional grants – **R207 million**
- Reserved for Salaries – **R60 million** (Salaries are projected at R30 million a month until the next equitable shares transfer in March 2020).

This leaves **R172.3 million** to pay existing creditors and committed operational costs.

## 5. Summary of operating expenditure and capital expenditure

The following table summarises the overall position on the capital and operating budget:-

Table 3

Description	Original Budget	Revised Budget	YTD Expenditure December	%YTD Expenditure	% YTD Target
Operating Expenditure	1 345 809 212	1 199 772 891	448 037 319.99	37.34	50%

Capital Expenditure	569 480 250	486 180 250	167 105 438.80	34.37	<b>50%</b>
<b>TOTAL EXPENDITURE</b>	<b>1 915 289 462</b>	<b>1 685 953 141</b>	<b>615 142 758.79</b>	<b>36.73</b>	<b>50%</b>

- The above table shows that the municipality's overall expenditure at mid-year is at **36.34%**, which shows an under-expenditure of **-12.66%** to the planned target of **50%** for mid-year.
- The overall capital expenditure as at mid-year is at **34.37%**, this includes MIG expenditure, which is at **26%** as at mid-year. There has been a delay in the appointment of MIG projects in the 1<sup>st</sup> half however at the end of December 2019, bid committees had finalised all outstanding bids and the Municipal Manager made appointment in January 2020. Expenditure on projects is projected to improve in the 3<sup>rd</sup> quarter.

### 6.1 Summary of employee related costs and remuneration of Councillors

In terms of Section 66 of the MFMA, all the expenditure the municipality incurred on staff salaries, wages, allowances and benefits must be reported to council.

The total expenditure relating to personnel expenses and Councillors remuneration as per the tables **4** and **5** below are at **51.25%** and **59.19** respectively.

### 5.2 Employee related costs

#### Table 4

Description	Original Budget	Revised Budget	YTD Expenditure December	%YTD Expenditure	% YTD Target
Employee Related Cost	451 868 485	379 895 634	186 786 143.58	49.17	50%
<b>TOTAL</b>	<b>451 868 485</b>	<b>379 895 634</b>	<b>194 715 027.89</b>	<b>51.25</b>	<b>50%</b>

Employee cost expenditure as at Mid-year is at **49.17%**. The slight increase on this item was in the main due to leave encashment paid out to employees in December 2019.

### 6.3 Remuneration of Councillors

**Table 5**

Description	Original Budget	Revised Budget	YTD Expenditure	%YTD Expenditure	% YTD Target
Remunerations of Councillors	13 396 101	13 396 101	7 928 883.42	59.19	50%
<b>TOTAL</b>	<b>13 396 101</b>	<b>13 396 101</b>	<b>7 928 883.42</b>	<b>59.19</b>	<b>50%</b>

The regulating gazette specifying the remuneration packages was not yet issued by the end of December 2019

## 6. GRANT RECONCILIATION FOR DECEMBER 2019

### 7.1 GRANTS AND SUBSIDIES RECEIVED

Description	Allocation	Revised Budget	December Receipt	YTD receipt	%YTD Receipt
EQUITABLE SHARES	R919 537 000	R0	R237 112 000	R620 253 000	67%
FMG	R2 330 000	R0	R0	R2 330 000	100%
RRAMS	R2 338 000	R0	R0	R1 637 000	70%
WSIG	R40 000 000	R0	R0	R0	0
MIG	R454 295 000	R0	R148 139 000	R319 857 000	70%
EPWP	R3 292 000	R0	R1 482 000	R2 305 000	70%
DROUGHT RELIEF_WSIG	R100 233 000	R0	R0	R0	0
<b>TOTAL</b>	<b>R1 522 025 000</b>	<b>R 0</b>	<b>R0</b>	<b>R946 382 000</b>	<b>62%</b>

An amount of **R946 382 000** which represents **62%** of all grants budgeted for has been received as at the 31 December 2019

## 7.2 PERFORMANCE ON CONDITIONAL GRANTS

Description	Budget	December Spending	YTD receipt	YTD spent	Total unspent/ overspent	% Spent from receipt
EQUITABLE SHARES	R919 537 000	R0	R620 253 000	R444 291 780.00	R175 961 220.56	<b>42%</b>
FMG	R2 330 000	R57 906.65	R2 330 000	R1 015 358.86	R1 314 641.14	<b>44%</b>
RRAMS	R2 338 000	R0	R1 637 000	R0	R1 637 0000	<b>0%</b>
WSIG	R40 000 000	R0	R0	R0	R0	<b>0%</b>
MIG	R454 295 000	R18 855 169	R319 857 000	R116 475 406.83	R337 819 593.17	<b>26%</b>
EPWP	R3 292 000	R0	R823 000	R0	R0	<b>0%</b>
Drought Relief_ WSIG	R100 233 000	R0	R0	R0	R0	<b>0%</b>
<b>TOTAL</b>	<b>R1 522 025 000</b>	<b>R18 913 076</b>	<b>R944 900 000</b>	<b>R561 782 545.69</b>	<b>392 046 626.15</b>	<b>59%</b>

## 8 Summary of spending per directorate

The below table shows directorates spending vs budget for the 2<sup>nd</sup> quarter

**Table 6**

<b>Directorate</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>YTD Expenditure</b>	<b>%</b>
General Council	17 249 572,50	17 249 572	14 934 502.88	<b>86.58</b>
Municipal Manager	30 800 508,00	29 524 889	22 606 839.97	<b>76.57</b>
Internal Audit	9 297 360,00	7 712 899	4 205 175.14	<b>54.52</b>
Budget and Treasury	62 270 001,00	50 852 425	28 690 093.12	<b>56.42</b>
Planning &Development	2 258 156,00	2 262 343	2 440 128.94	<b>107.86</b>
Spatial Planning	3 980 701,00	4 494 643	1 264 726.28	<b>28.14</b>
GIS	5 630 701,00	5 616 135	802 076.86	<b>14.28</b>
LED	8 927 537,00	7 332 710	1 005 368.48	<b>13.71</b>
IDP	3 610 812,00	3 544 892	1 648 447.53	<b>46.50</b>
Communications & Marketing	8 163 277,00	6 942 005	2 549 640.92	<b>36.73</b>
Engineering Services	6 816 637,00	6 806 219	22 613 602.14	<b>332.25</b>
PMU & Water Service	1 256 733 976	1 157621 979	385 253 870,20	<b>33.28</b>
Health, Environment &waste	39 410 850,00	31 261 382	14 911 561.20	<b>47.70</b>
Electrical Services	1 628 918,00	1 629 154	1 904 955.34	<b>116.93</b>
Roads &Transport	8 807 597,00	7 716 578	2 902 821.93	<b>37.62</b>
Community Services	5 987 323,00	5 461 247	3 472 233.03	<b>63.58</b>
Fire Services	67 703 682,00	63 654 537	39 182 541.53	<b>61.55</b>
Disaster Management	22 688 953,00	17 582 702	7 818 391.69	<b>44.47</b>
Corporate Services	2 601 305,00	2 606 104	1 480 671.37	<b>56.82</b>
Human Resource	37 514 039,00	17 640 181	8 576 735.88	<b>48.62</b>
Administration	32 761 343,00	22 374 457	4 151 673.70	<b>18.56</b>
Legal Services	12 723 329,00	11 398 006	7 024 104.02	<b>61.63</b>
IT	25 853 616,00	19 639 851	17 288 162.79	<b>88.06</b>

Directorate	Original Budget	Revised Budget	YTD Expenditure	%
Office of Executive Mayor	9 699 582,00	8 873 673	6 192 303.54	<b>69.78</b>
Office of the Speaker	12 231 813,00	10 831 582	8 399 295.30	<b>77.54</b>
Office of the Chief Whip	588 993,00	596 065	422 291.25	<b>55.35</b>
Sports and Recreation	2 265 918,00	2 066 453	1 143 826.53	<b>55.35</b>
Disability Desk	1 159 912,00	1 162 994	419 818.39	<b>36.10</b>
Gender Desk	1 340 912,00	1 341 994	300 103.21	<b>22.36</b>
Youth Desk	1 550 012,00	1 553 094	1 536 795.64	<b>98.95</b>
Ba Phalaborwa-Water	78 636 822,21	68 841 829	-	-
Ba Phalaborwa-Sewer	11 070 053,01	8 070 053	-	-
Greater Giyani-Water	5 275 345,00	2 975 345	-	-
Greater Giyani-Sewer	2 015 598,26	2 015 598	-	-
Greater Letaba-Water	30 308 526,00	23 308 526	-	-
Greater Letaba-Sewerage	2 191 368,00	2 156 610	-	-
Greater Tzaneen-Water	65 125 650,00	40 125 650	-	-
Greater Tzaneen-Sewerage	12 694 866,50	7 694 867	-	-
Maruleng-Water & Sewerage	5 713 897,50	3 413 898	-	-
<b>Total</b>	<b>1 915 289 462</b>	<b>1 685 953 141</b>	<b>615 142 758.79</b>	<b>36.48</b>

- As per the table 6 above, Planning and development, Electrical Services and Engineering Services have spent above their budget. This was in the main attributed to revisions made during the special adjustment in November 2019. It is evident that the directorates need to adjust their budgets.

- Water Services and PMU, which represent core mandate of the district, have spent **33.28%** of their budgets as at midyear. This is due to the delay in the appointment of service providers on conditional grants in the first half. However, as at December 2019, bid committees had concluded all bids and the Municipal Manager has made appointments in January 2020.
- The revenue and expenditure figures from Local Municipalities were not included on the district's accounting records as they reflect zero expenditure, however a reconciliation of the revenue billed and collections have been included in the detailed report as attached. For proper reporting purposes, the district will ensure that in the 3<sup>rd</sup> quarter, the transactions are reporting in the financial system.
- Spatial Planning, GIS, LED, Administration and Gender desk have spent below **30%** of their budgets in the first quarter. There is a need for the directorates to consider downwards adjustment of their budgets unless if there is clear plans indicating the budgets will be spend in the 3<sup>rd</sup> and 4<sup>th</sup> quarter.

## LEGAL IMPLICATION

As per Section 54 (1) on receipt of a statement or report submitted by the accounting officer of the municipality in terms of Section 71 or 72, the mayor must -

- a) Consider the statement or report;
- b) Check whether the municipality's approved budget is implemented in accordance with the service delivery and budget implementation plan;

- c) Consider and, if necessary, make any revisions to the service delivery and budget implementation plan, provided that revisions to the service delivery targets and performance indicators in the plan may only be made with the approval of the council following approval of an adjustment budget;
- d) Issue an appropriate instruction to the accounting officer to ensure-
  - I. That the budget is implemented in accordance with the service delivery and budget implementation plan;  
and
  - II. That spending of funds and revenue collection proceed in accordance with the budget;
- e) Identify any financial problems facing the municipality, including any emerging or impending financial problems;  
and
- f) In case of Section 72 report, submit the report to the council by the 31 January of each year.

**\*END OF REPORT\***