



FIRST QUARTER REPORT 2020/21

FIRST QUARTER INSTITUTIONAL PERFORMANCE REPORT (JULY-SEP 2020)

1. Purpose

The purpose of this report is to give feed-back regarding the institutional performance per Key Performance Area (KPA) scorecard for the first quarter of 2020/21 financial year. The institutional scorecard is derived from the SDBIP. This report is based on information received from the municipal directorates for first quarter assessment of performance ending September 2020.

2. Executive Summary

This report is an objective view of institutional performance based on the Service Delivery and Budget Implementation Plan (SDBIP) for first quarter 2020/21. This quarter **97** Key Performance Indicators were assessed. **56** Key Performance Indicators which constitute **52.57%** met their targets and **46** Key Performance Indicators which constitute **47.42%** did not meet targets. The breakdown per KPA is as follows:

- ❖ Spatial Rationale had **5** indicators and all **3** indicators achieved targets while **2** indicators failed to achieve their target.
- ❖ Basic Services had **36** indicators and **17** indicators achieved targets while **19** indicators failed to achieve their targets.
- ❖ Local Economic Development had **3** indicators and all **1** indicators achieved targets while **2** indicators failed to achieve their target.
- ❖ Financial Viability had **18** indicators and **14** indicators achieved targets and **4** indicators failed to achieve their targets.
- ❖ Good Governance and Public Participation had **25** indicators and **12** indicators achieved targets and **13** failed to achieve targets.
- ❖ Municipal Transformation and Organizational Development had **15** indicators and **9** indicators achieved targets and **6** failed to achieve targets.

KEY PERFORMANCE INDICATORS	TOTAL KPIs	ACHIEVED KPIs	NONE ACHIEVED KPIs	Achieved%	None Achieved %
SPATIAL RATIONALE	5	3	2	60%	40%
BASIC SERVICES	36	17	19	47.22%	52.77%
LOCAL ECONOMIC DEVELOPMENT	3	1	2	33.33%	66.66%
FINANCIAL VIABILITY	18	14	4	63.63%	28.57%
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	25	12	13	48%	52%
MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	15	9	6	60%	40%
TOTAL	97	56	46	57.73%	47.42%

NB: DETAILED SDBIP FIRST QUARTER REPORT ATTACHED.

KPA 1: SPATIAL RATIONAL

3/5 indicators were achieved. These constitute 60% achievement.

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
SDF	Number of SDF implemented	Opex		1 Spatial Development Framework implemented	1 SDF implemented	None	None	None
Update of LUMS	Turnaround time in processing land use applications from the date received	Opex		30 days	13 Applications received and proved within 30 days from date of receipt/ acknowledgement	None	None	None
Setting aside an amount for the acquisition of land	Land acquisition for development	3 000 000		750 000	750 000	None	None	None

SPATIAL RATIONALE

Programmes which did not meet their targets

2/5 indicators did not meet its target. This constitutes 40% non-achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Update of LUMS	Turnaround time in processing complete building plans from the date submitted	Opex		30 days	30 Applications received/ 26 approved within 90days from date of receipt/ acknowledgement	4	Awaiting corrected documents from applicants	None
Ensure GIS updated	Number of GIS update conducted	Opex		1	5 Updates conducted on GIS	4	Additional data was acquired based on applications received	Increase quarterly target to 4 updates

KPA 2: BASIC SERVICE DELIVERY

17/36 indicators were achieved. This constitute 47.22% achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Santeng graveyard access road	Number of metres of Santeng graveyard access road paved	7 190 000		400m sub base Completed	400m subbase completed	none	none	None
Calais internal street	Construction of 3km gravel road to paved road	7 422 867		Advertisement	Project advertised	None	None	None
Balloon access road	Number of metres of balloon access road surfaced	22 455 889		1.5km road bed and bridge foundation completed	1.5km road surfaced	None	None	None
Rehabilitation of Hoedspruit internal street	Number of Hoedspruit internal street surfaced	6 000 000		1.5km road base completed	1.5km road surfaced	None	None	None
Bismark access road	Number of kilometres of Butswana access road paved	8 550 000		500m subbase completed	500m subbase completed	None	None	None
Maruleng low level bridges	Number of Maruleng low level bridges constructed	7 000 000		Designs completed	Designs completed	None	None	None
Willows access road	Number of kilometres of willows access road paved	8 600 000		900m paved	900m roadbed complete d	None	None	None
New line Ga fanie	Number of metres of new line Ga fanie road paved	12 600 000		700m base completed	700m base completed	None	None	none
Kampersrus access road	Number of kilometres road rehabilitated	8 500 000		2km road paved	2km road paved	None	None	None

Worcester access road	Number of km of Worcester access road paved	7 300 000			1.5km sub base completed	1.5km sub base completed	None	None	None
Calais sports field	% completion construction work of Calais sports field	14 175 576			70% completion of the grand stand foundation	70% completion of the grand stand foundation	None	None	None
Lorraine community hall	Designs of community hall	1 500 000			Advertisement of a project	Advertisement of a project	None	None	None
Refuse removal from households to the landfill site in Worcester	Number of households with basic waste removal/collection by 30/08/20	7 725 000			11 206	11 206	None	None	None
Parks and gardens	Number of commercial, institutional and industrial centres with access to solid waste removal services	7 725 000			50 business establishments	55	None	None	None
Vehicles	Number of parks and gardens maintained	150 000			6	6	None	None	None
Roads and bridges	Routine maintenance of Number of vehicles	750 000			10	10	None	None	None
	Number of km of municipal roads and bridges maintained	350 000			77KM	77km	None	None	None

BASIC SERVICE DELIVERY

Programmes which did not meet their targets

19/36 indicators did not meet its target. This constitutes 52.77% non-achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Rehabilitation of sekororo internal street	Designs of 2km road	6 000 000		Advertisement of a project	Designs completed	Advertisement	Delay in finalizing the design report	Fast track the completion of the designs and advertise the project
Butswana access road	Number of kilometres of Butswana access road paved	8 550 000		1.4km road paved	1.4km road base completed	400m base completion	Delay on site due to Eskom poles	Engage with ESKOM to relocate the poles
Sofaya to mahlomelong access road	Upgrade road from gravel to paved road	6 907 612		Advertisement of a project	No reasons provided	No reasons provided	No reasons provided	No reasons provided
Mabins to Mamefja access road	Number of km of Mabins to Mamefja access road	1 500 000		Designs completed	Designs completed	None	No evidence provided	No evidence provided
Maruleng indoor sports centre	% of indoor sports centre completed	2 177 479		95 % Roof, aluminum and glazing completed	93% on completion	2% completion	No evidence provided	No POE submitted

KPA 2: BASIC SERVICE DELIVERY (cont..)

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
High mast lights	Number of high mast maintained	200 000		10	0	10	Lack of resources to work on high mast	No reasons provided
Street lighting	Number of street lights maintained	200 000		37	0	37	Lack of maintenance resources (Cherry picker)	No POE submitted
Buildings	Number of municipal building maintained	750 000		13	13		No evidence provided	No POE submitted
Machines	Number of municipal heavy machines maintained	2 000 000		3	3	1	No reasons provided	No reasons provided
Fencing of cemeteries	Number of cemeteries fenced	2 400 000		Advertisement of a project	Terms of reference completed	Advertisement of a project	Re-measuring and alignment of terms of reference prolonged	To fast track advertisement of the project
Office furniture	Number of office furniture purchased	800 000		Development of specification and submission to budget and treasury for procurement of furniture		No reasons provided	No reasons provided	No POE submitted
IT equipments	Number of IT equipments purchased	500 000		Development of specification and submission to	No reasons provided	No reasons provided	No reasons provided	No POE submitted

Software	Software upgraded	400 000		budget and treasury for procurement of goods	No reasons provided	No reasons provided	No reasons provided	No reasons provided
Access control	Number of access control equipment's upgraded	500 000		Software upgraded	No reasons provided	No reasons provided	No reasons provided	No reasons provided
Plant and equipment	Number of lawn mowers purchased	150 000	10	Appointment of service provider		No reasons provided	No reasons provided	No reasons provided
Air conditioners	Number of air conditioners Purchased	800000		10	0	No reasons provided	No reasons provided	No reasons provided
Two way radio	Number of two way radio purchased	600 000		Installation of 5 air conditioners	No reasons provided	No reasons provided	No reasons provided	No reasons provided
Vehicles	Number of vehicles purchased	7 850 000		Development of specification and submission to budget and treasury	No reasons provided	No reasons provided	No reasons provided	No reasons provided
Office equipment	Number of equipment's purchased	350 000		3 (grader, cherry picker and TLB	0	3 (grader, cherry picker and TLB	No reasons provided	No reasons provided
				Development of specification and submission to budget and treasury	0	5	No reasons provided	No reasons provided

KPA 3: LOCAL ECONOMIC DEVELOPMENT

1/3 indicators were achieved. This constitutes 33.33% achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	Variance	Reasons for variance	Corrective measures
EPWP	Number of jobs created through EPWP (NKPI)	1 113 000		143	311	None	None	None

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Programmes did meet its targets. This constitutes 66.66% non-achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	Variance	Reasons for variance	Corrective measures
K2C support	Number K2C programmes supported	200 000		1 (environmental monitors & river restoration)	0	1	None	None
LED programmes	Number of LED programmes supported	150 000		10	118 programmes supported	108 Additional business support requests received.	Increase target to 40 per quarter	Increase quarterly targets

KPA 4: FINANCIAL VIABILITY

14/18 indicators were achieved. This constitute 78% achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Asset and inventory management	% compliance to Asset standard (GRAP 17)	Operational		100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	None	None	None
	Number of assets update schedules	Operational		3 Updated schedule of assets changes	3	None	None	None
Supply chain management	% compliance to SCM regulations	Operational		100% compliance to SCM regulations	100% compliance to SCM regulations	None	None	None
	Number of compliant in-year SCM reports submitted on time to Council and Treasury	Operational		3 SCM reports	3	None	None	None
Cost coverage	Number of acceptable months for municipal sustainability	Operational		3 months	13 months	10 months	Over performance due to sound expenditure control	None
	% of debt coverage ratio	Operational		0%	0%	None	None	None
Debt coverage	% compliance to MSCOA (uniform reporting for municipalities)	Operational		100%	100%	None	None	None

MFMA compliance	Number of S71 reports submitted to the mayor and provincial treasury within 10 working days of start of the month	Operational		3	3	None	None	None	None
	Number of S52 reports submitted to Council within 30 days of the end of each quarter	Operational		1	1	None	None	None	None
	Number of MFMA reports submitted to council	Operational		5	5	None	None	None	None
Annual financial statements (MFMA compliance)	Submission of annual financial statements to the A-G within the prescribed timeframes	operational		Unaudited AFS submitted to A-G 31 August	Annual financial statements was submitted on 31st of August 2020	None	None	Dates changed due to covid 19	
Annual Performance Report (MFMA compliance)	Draft Annual Performance report submitted within regulated time	Operational		Unaudited Annual Performance Report submitted to A-G 31 August	Draft annual report was submitted on 31st of August 2020	None	None	Dates changed due to covid 19	
MIG	% compliance to MIG expenditure	25 322 250		25%	25%	None	None	None	None
Fleet management	Number of quarterly reports submitted on fleet management	Operational		3	3	None	None	None	None

KPA 4: FINANCIAL VIABILITY (conti.)

Programmes which did not meet their targets

4/18 indicators did not meet its target. This constitutes 22% non-achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Revenue collection	% of revenue collected monthly	Operational	Operation	71%	36% with a norm of 95%	64%	Appointed service provider to assist in debt collection	The municipality is still experience challenges with payment for rates and taxes from the farms
Capital Expenditure	% of capital budget spent	142 342 598		25%	20%	5%	Delay in appointment of service provider for own funded projects	Covid 19 affected procurement activities
Personnel Expenditure	% of personnel budget spent	89 179 039		25%	23%	2%	Delay in filling vacant position.	Vacant S56 will be filled by January 2021
Maintenance Expenditure	% of maintenance budget spent	4 250 000		25%	15%	10%	Lack of fixed assets maintenance plan	Plan to develop fixed assets maintenance plan in progress. Routine maintenance is being prioritized by technical services

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

12/25 indicators were achieved. This constitute 48% achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Internal auditing	Number of PMS audits conducted	Opex		1	1	None	None	None
Audit Committee	Number of audit committee meetings held	1 200 000		1	2 (10 Jul 2020) (31 Aug 2020)	None	None	None
Fraud and corruption	Number of fraud and corruption cases investigated	Operational		All reported cases	0 No cases reported for the period under review	None	None	None
Risk Management	Number of institutional Risk Management Committee meetings held	Opex		1	1	0	None	None
MPAC	% of MPAC resolutions implemented	Operational		100%	100%	None	None	None
MPAC	Number of MPAC meetings held	250 000		1	3 (24 Aug 20, 27 Aug 20, 11 Sep 20)	None	None	None

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (cont.)

Program	KPI	Budget	Expenditure	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
Council function and support	Number of council sittings supported	Operational		1	4(7 Jul 20 SP,31 Jul 20 SP,15 Sep 20 SP, 30 Sep Ord)	3	None	None
Complaints Management	% of complaints resolved	Operational		100%	100%	None	None	None
Ward committees support	Number of functional ward committees	3 637 000		14	14	None	None	None
Ward committees support	Number of monthly ward committees reports submitted	operational		42	42	None	None	None
Mayoral bursary	Number of learners supported	650 000		4	4	None	None	None
Disaster management	Number disaster risks management awareness campaigns held			1	1 (27 Aug 2020)	None	None	None

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (cont.)

Programmes which did not meet their targets

13/25 indicators did not meet its target. This constitutes 52% non-achievement

Program	KPI	First Quarter Target	Budget	Expenditure	Actual Performance	variance	Reasons for variance	Corrective measures
External Auditing	% compliance to AG Audit Action Plan (external auditing)	100%	Operational		93%	7%	Continues monitoring of the implementation on the action plan	Continues monitoring of the implementation on the action plan
External auditing	% of A-G queries resolved	100%	Operational		93%	7%		Some of Remaining issues due to their nature will be resolved in 2020/21 financial year
Internal auditing	% internal audit findings resolved	100%	800 000		83%	17%		Follow up report updated as and when reports are issued
	% of Audit and Performance Committee resolutions implemented	100%	Operational		90%	10%		Follow up report updated as and when reports are issued

Risk Management	% implementation of identified risks mitigations	100%	Operational		32%	68%	No implementation on the agreed action to mitigate risks	Awareness will be created to ensure the management implement the agreed action
Council support function	Number of Exco meetings held	1	Operational		2 (7 Aug 20, 30 Aug 20)	1		
Council support function	Number of portfolio committee meetings held	4	Operational		0	0	No portfolio meetings held	
Public Participation	Number of community feedback meetings held	14	Operational		8	6	No community feedback meetings held due to covid-19 regulations	Adhere to restrictions
Public Participation	Number of public participation meetings held (imbizos)	1	Operational		0	1	No imbizos held due to covid-19 regulations	Adhere to restrictions
Communication	Communication strategy reviewed and implemented annually	Communication strategy reviewed	65 580		Communication strategy not reviewed.	Reviewed communication strategy	No reasons provided	No reasons provided
Traditional leaders allowance	Number of traditional leaders receiving allowance for attending	4	12 000		1	3	No reasons provided	No reasons provided

	council meetings										
Disaster risk management	Number of Disaster risk management strategic planning	400 000	1	0	1				1	No reasons provided	No reasons provided
Disaster risk management	Number of Disaster risk management plan reviewed		1	0	1				1	No reasons provided	No reasons provided

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

9/15 indicators were achieved. This constitute 60% achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
IDP Review	IDP/Budget adopted by Council by 29 May	800 000		Process plan	Process plan adopted	None	None	None
IDP/PMS	Number of in-year performance management reports submitted to Council	Operational		1	1	None	None	None
PMS	Number of Annual and oversight reports adopted within stipulated timeframes	Operational		Draft annual performance report	Draft APR submitted to AG by the 31 Aug 2020	None	None	Dates changed due to covid-19 regulations
Workskills plan – technical skills	Number of municipal personnel with technical skills			1 PMU Manager	1 PMU Manager	None	None	None

Payroll management	% accuracy on payroll information	97 364 050		100%	100%	None	None	None
HR Management (Overtime management)	% compliance to overtime regulation	3 403 866		100%	100%	None	None	None
Labour Forum	Number of Labour Forum meetings held	Operational	1	1 (16 Sep 2020)	None	None	None	None
Legal Services	Number of labour grievances resulting in law suit against the municipality	1 500 000	0	0	None	None	None	None
OHS	Number of in-year compliance reports on OHS generated	250000	1	1	None	None	None	None

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Programmes which did not meet their targets

5/15 indicators did not meet its target. This constitutes 40 % non-achievement

Program	KPI	Budget R	Expenditure R	First Quarter Target	Actual Performance	variance	Reasons for variance	Corrective measures
PMS	Number of Senior Managers with signed performance agreements within prescribed timeframes	Operational	Operational	6	3	3	Interviews conducted CFO, Dir SPED & Dir Community Services	Appointment of sec 56 Managers by January 2021
	Number of other officials other than S 56 managers with Performance Plans skills plan	Operational		Development of performance plans		Development of Performance Plans	lack of staff (Individual performance officer)	Individual performance Officer to be appointed in the 2nd Quarter.
Skills Development	Number of employees and councilors capacitated in terms of Workplace Skills plan	2 500 000		20	0	20	Commence with training in the 2 nd quarter	To be implemented in the 2 nd quarter
Employment Equity	Number of people from employment equity target			2	0	1	delay in recruitment processes	To be implemented in the quarter

	group employed in the three highest levels of the municipality												
Workplace skillsplan	Amount actual spent(1 % of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	1 500 000				375 000	0	375 000	None	None			None
Legal services	Number of service providers with signed service level agreements						5	0	5	No reasons provided			

Performance highlights of the General Indicators/ National KPA's

General Indicator	Performance
Service Delivery	<ul style="list-style-type: none"> • 16 662/24 700 households with access to water • 22 983 /24 700 households with access to sanitation • 22 167/ 28 890 households with access to electricity • 11 206/24 700 households with access to basic refuse removal
Financial Viability	<ul style="list-style-type: none"> • 8% Capital budget spent (MIG – 22%& own funding- 11%) • Cost coverage- 12months against the targeted • Debt coverage (municipality has no debt) • 164 Jobs created
Local Economic Development	
Municipal Transformation and Organizational Development	<ul style="list-style-type: none"> • 49.2% of the budget allocated on the work skills plan spent (not reported)
Employment Equity	<ul style="list-style-type: none"> • 4 people with disability which translate to 7.6% which is above the national target of 2%. • 3 of the filled top management positions 0 are females(0%) and 100% males

CONCLUSION

This comprehensive report was able to paint a clear picture on areas of strengths as well as weaknesses. It will be used as a yard stick to strengthen areas of achievements and improvements on areas of weaknesses for the first quarter report of the financial year and other reports.

RECOMMENDATIONS

Adherence in the Municipal Performance Management Framework.

NB: Attached is the detailed SDBIP



MR. MAGABANE T.G
MUNICIPAL MANAGER

12/11/2020
DATE

Performance Indicators and Targets for the following Key Performance Areas												
1. Spatial Rationale, 2. Basic Service Delivery, 3. Local Economic Development, 4. Financial Viability, 5. Good Governance and Public Participation, 6. Municipal Transformation												
Vote No	Measurable Objective	Programme	Baseline/Status	Budget	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance		
400	SDF		Operational									
KPA 1: SPATIAL RATIONALE												
DP Strategic Objective: Accelerated service delivery												
400	Ensure that planning and development is informed by the Spatial Development Framework	Number of Spatial Development Frameworks implemented	Reviewed SDF		1	1 Spatial Development Framework implemented	1 Spatial Development Framework implemented and all applications approved in terms of SDF	None	None	Achieved	SPED	Reports on the implementation of the SDF
400	Ensure that Land Use Management Scheme is updated	Update of LUMS	30 days	Operational	30 days	13 Applications received and approved within 30 days from date of receipt/acknowledgement	None	None	None	Achieved	SPED	LUMS updated reports
400	Ensure that GIS is updated	Update of GIS	90 days	Operational	90 days	30 Applications received/26 Approved within 90days from date of receipt/acknowledgement	4	awaiting corrected documents from applicants	none	Not Achieved		
400	Set aside an amount for the acquisition of land	Land acquisition for development	Amount set aside for acquisition of land	10,000,000	4	5 updates conducted on GIS	4	Additional data was acquired based on applications received	increase quarterly target to 4 updates	Not Achieved	SPED	Quarterly reports
400	Land acquisition for human settlement development	Purchasing of land	Number of land acquisition for human settlement development	18,000,000	33 hectares	750,000	750,000	None	None	Achieved	SPED	Financial statement
KPA 2: BASIC SERVICE DELIVERY												
DP Strategic Objective: Accelerated service delivery												
500	To up grade a road from gravel to paved road	Sanering grave yard access road	Number of metres of Sanering grave yard access road paved	400m	7,150,000	400m subbase completed	400m subbase completed	none	None	Achieved	Technical Services	Completion certificate
500	To up grade a road from gravel to paved road	Calais Internal Street	construction of 3km gravel road to paved road	new	7,422,867	Advertised of project	Advertised of project	None	None	Achieved	Technical Services	Appointment letter
500	To up grade a road from gravel to asphalt road	Balloon access road	Number of kilometres of Balloon access road surfaced	1.5km bridge and culvert	22,455,889	1.5km road bed and 2 bridge foundation completed	1.5km road bed and culvert base completed	None	None	Achieved	Technical Services	Completion certificate
500	To rehabilitate a road	Rehabilitation of Hoedspruit internal streets	Number of metres of Hoedspruit internal streets surfaced	50m	6,000,000	1.5km road base completed	1.5km road surfaced	0	None	Achieved	Technical Services	Completion certificate
500	To rehabilitate a road	Rehabilitation of Gaborone internal streets	Designs of 2 km road	designs	6,000,000	Advertised of project	Designs Completed	advertisment	Delay in finalisation of the design report.	Not Achieved	Technical Services	Detailed design report
KPA 3: SPATIAL RATIONALE												
DP Strategic Objective: Accelerated service delivery												
500	To up grade a road from gravel to paved road	Sanering grave yard access road	Number of metres of Sanering grave yard access road paved	400m	7,150,000	400m subbase completed	400m subbase completed	none	None	Achieved	Technical Services	Completion certificate
500	To up grade a road from gravel to paved road	Calais Internal Street	construction of 3km gravel road to paved road	new	7,422,867	Advertised of project	Advertised of project	None	None	Achieved	Technical Services	Appointment letter
500	To up grade a road from gravel to asphalt road	Balloon access road	Number of kilometres of Balloon access road surfaced	1.5km bridge and culvert	22,455,889	1.5km road bed and 2 bridge foundation completed	1.5km road bed and culvert base completed	None	None	Achieved	Technical Services	Completion certificate
500	To rehabilitate a road	Rehabilitation of Hoedspruit internal streets	Number of metres of Hoedspruit internal streets surfaced	50m	6,000,000	1.5km road base completed	1.5km road surfaced	0	None	Achieved	Technical Services	Completion certificate
500	To rehabilitate a road	Rehabilitation of Gaborone internal streets	Designs of 2 km road	designs	6,000,000	Advertised of project	Designs Completed	advertisment	Delay in finalisation of the design report.	Not Achieved	Technical Services	Detailed design report

500	To up grade a road from gravel to paved road	Bismarck access road	Paving of 500m road	500m paved	5,500,000	500m	500m subbase completed	2,7km surfaced	None	None	Achieved	Technical Services	Progress reports
500	Construction of lowlevel bridges	Mantling low level bridges	Number of low level bridges constructed	Designs completed	7,000,000		designs completed	Designs Completed	None	None	Achieved	Technical Services	Detailed design report
500	To up grade a road from gravel to paved road	Buiswana access road	Number of kilometers of Buiswana access road paved	1,2km	8,550,000	1,2km	1,4km road paved	1,4km road base completed	400m base completion	Delay in relocation of ESKOM poles has delayed the works	Not Achieved	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Willows access road	Number of meters of Willows access road paved	1,6km	8,500,000		900m road paved	900m roadbed completed	None	None	Achieved	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Newline-Ga-Fanie access road	Number of metres of Newline-Ga-Fanie access road paved	1,5km paved road	12,600,000		700m base completed	700m base completed	None	None	Achieved	Technical Services	Completion Certificate
500	To rehabilitate a road	Kampersuis access road	Number of km of Kampersuis road rehabilitated	1km	8,500,000		2km base completed	2km road paved	None	None	Achieved	Technical Services	Completion certificate
500	To up grade a road from gravel to paved road	Worcester access road	Number of Kilometers of Worcester access road paved	1,5km	7,300,000		1,5km sub base completed	1,5km base completed	None	None	Achieved	Technical Services	Completion Certificate
500	To up grade a road from gravel to paved road	Scalya to Malmesbury access road	Upgrade a road from gravel to paver road	New	8,907,612		project Advertised	None	None	None	Not Achieved	Technical Services	Appointment letter
500	To upgrade a road from gravel to paved road	Maitlis to Mamelila access road	designs developed	New	1,500,000		Appointment of a Consultant	None	Appointment of a consultant	Delay in submission of the request for appointment	Not Achieved	Technical Services	
2.3 Solid Waste management													
600	Ensure the provision of refuse removal services	Refuse removal from households to the landfill site in Worcester	Number of households with basic waste removal/collection by 30/06/21	11,208	7,725,000	11,208	11,206	11,206	None	None	Achieved	Community Services	Quarterly reports
600			Number of commercial, institutional and industrial centres with access to solid waste removal services	90			50 business establishments	50 business establishments	61	None	Achieved	Community Services	Quarterly reports
2.4 Recreational facilities													
500	Ensure the construction of indoor sports centre	Mantling indoor sports centre	% of indoor sports centre completed	93% on completion	2,121,479	7%	2% completion of grand stand foundation	none	grand stand and seating	construction has not re-established on site due to budget dispute	Not Achieved	Technical Services	Completion certificates
500	Ensure the construction of community hall	Lonsaine community hall	Designs of community hall completed	Designs completed			advertisement	advertisement	None	None	Achieved	Technical Services	Detailed design report
500	Ensure the construction of Sports Field	Callias Sports Field	% completion construction work of Callias Sports Field	60%	14,175,576		40% completion of the grand stand foundation	70% completed grand stand foundation completed	none	none	Not Achieved	Technical Services	completion certificate
2.5 maintenance and repairs													

500	Ensure that municipal electrical assets are maintained (high mast lights)	Electricity	Number of high mast lights maintained	New	200,000	30	10	0	10	0	10	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of street lighting	Street lighting	Number of street lights maintained	36	300,000	148	37	0	37	0	37	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of roads and bridges	Roads and bridges	Number km of municipal roads and bridges maintained	309km	350,000	309km	309km	77km of 308km road	309km	none	309km	Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of buildings	Buildings	Number of municipal buildings maintained	13	750,000	13	13	0	13	0	13	Not Achieved	Technical Services	Quarterly reports
500	Ensure appropriate maintenance of vehicles	Routine maintenance of vehicles	Number of Vehicles maintained	14	1,000,000	10	10	10	10	None	10	Achieved	Corporate Services	Maintenance reports
500	Ensure appropriate maintenance of machines	Machines	Number of municipal heavy machines maintained	3(two graders and tractor)	2,000,000	3	3	2	3	1	3	Not Achieved	Corporate Services	Quarterly reports
500	Ensure the construction of community hall	Parks and gardens	Number of parks and gardens maintained	6	150,000	6	6	6	6	None	6	Achieved	Community Services	Quarterly reports
2.6 Cemeteries														
500	Ensure that cemeteries are fenced	Fencing of cemeteries	Number of cemeteries fenced	6	2,000,000	6	6	6	6	6	6	Not Achieved	Technical Services	Completion certificates
2.7 Other Assets														
300	To purchase office furniture	Office furniture	Number Office furniture purchased	2(Executive Tables,3 Ordinary chairs,55 High back chairs,70 Visitors chairs,14 Boardroom chairs and 600 chairs for 3 community halls	800,000	20 tables and 70 chairs	Development of specification and submission to budget and treasury for procurement of goods	No specification developed	Development of specification and submission to budget and treasury for procurement of goods	Development of specification and submission to budget and treasury for procurement of goods	Development of specification and submission to budget and treasury for procurement of goods	No report received	Budget and Treasury	Financial report
200	To purchase IT equipments	IT equipments	Number of IT equipments purchased	20laptops	500,000	100 laptops	Development of specification and submission to budget and treasury for procurement of goods	No target this quarter	Development of specification and submission to budget and treasury for procurement of goods	Development of specification and submission to budget and treasury for procurement of goods	Development of specification and submission to budget and treasury for procurement of goods	No report received	Corporate Services	Financial report
200	Ensure the soft ware is upgraded	Software upgraded	Software upgraded	No software upgrade	400,000	3(vip payroll,premier HR,ess system	3(vip payroll,premier HR,ess system	3(vip payroll,premier HR,ess system	3(vip payroll,premier HR,ess system	3(vip payroll,premier HR,ess system	3(vip payroll,premier HR,ess system	No report received	Corporate Services	Reports
500	Ensure the upgrading of the existing access control equipments	Access control equipments	Number of access control equipments upgraded	0	500,000	3	Appoinment	No report	Appoinment	Appoinment	Appoinment	No report received	Corporate Services	Reports
500	Purchasing of plant and equipment (lawn mowers)	Plant and Equipment	Number of lawn mowers purchased	8	150,000	70 lawn mower	No target this quarter	None	No target this quarter	None	None	No report received	Community Services	Financial report

Year	Measurable Objective	Program	Baseline / Status	Budget	Actual / Target	Actual Performance	Programs / Services	Programs / Services	Financial report			
500	Purchasing and repair of air conditioners	Air conditioners	30	800,000	5	5	None	None	No report received	Not Achieved	Corporate Services	Financial report
500	Purchasing of two way radios	Two way radios	0	600,000	2	No specification developed	Development of specification and submission to budget and treasury	Development of specification and submission to budget and treasury	No report received	Not Achieved	Community Services	Financial report
10	Purchasing of municipal vehicles	Vehicles	14 (1 waste truck and other 7 bakkies 2 sedans 1 taxi, 3 trucks vehicles)	7 850 000	3 (Grader, cherry TLB)	0	3 (Grader, cherry picker and TLB purchased)	3 (Grader, cherry picker and TLB purchased)	No report received	Not Achieved	Corporate Services	Financial report
10	Purchasing of office equipment	Office equipment	5	350,000	5	0	Development of specification and submission to budget and treasury	5 (Office equipments purchased)	No report received	Not Achieved	Budget and Treasury	Financial report
KPA'S LOCAL ECONOMIC DEVELOPMENT												
DP7 Strategic Objective (Promote local economic growth)												
400	Ensure that K2C is supported	K2C support	4	200,000	4	0	1 (environmental monitors & river restoration)	1	no meetings held by K2c during quarter 1 controlled by K2c	Not Achieved	Programs / Services	Quarterly reports
400	Ensure that LED programmes are supported	LED programmes	38	150,000	10	118	10	108	increase demand for business registrations triggered by easing of covid 19 regulations	Not Achieved	Programs / Services	Quarterly reports

Code No.	Measurable Objective	Programme	KB	Baseline/Status	Budget	Annual Target	1st Quarter Target	Actual Performance	Reasons for Variance	N/A	N/A	N/A	N/A	N/A	Technical Services	Quarterly reports
Code No.	Measurable Objective	Programme	KB	Baseline/Status	Budget	Annual Target	1st Quarter Target	Actual Performance	Reasons for Variance	N/A	N/A	N/A	N/A	N/A	Technical Services	Quarterly reports
400	Ensure the creation of jobs through Expanded Public Works Programme	EPWP		150	1 169 000	150	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	N/A	N/A		
MPA FINANCIAL VIABILITY																
IDP Strategy Objective: Sound Financial Management																
300	Ensure credible valuation roll in place by 30 June 2021	Supplementary valuation roll (2020/2021)		1	Operational	1	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	N/A	N/A	SFED	Summary of valuations, complete detail on financial system
300	To enhance revenue	Revenue Enhancement		1 (2019/20 enhancement strategy reviewed)	Operational	1	No target this quarter	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	N/A	Budget and Treasury	2019/20 Enhancement Revenue Strategy
300	Ensure compliance to asset and inventory management policy (GRAP 17)	Asset and inventory management		100% compliance to Asset standard (GRAP 17)	Operational	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	None	None	None	None	None	Achieved	Budget and Treasury	Quarterly reports
300	Ensure compliance to asset and inventory management policy (GRAP 17)	Asset and inventory management		12	Operational	12	3 Updated schedule of assets changes	3 Updated schedule of assets changes	None	None	None	None	None	Achieved	Budget and Treasury	Quarterly reports
300	To fully comply with supply chain Regulation and National Treasury guide on procurement processes	Supply chain management		100% compliance to SCM regulations	Operational	100% compliance to SCM regulations	100% compliance to SCM regulations	100% compliance to SCM regulations	None	None	None	None	None	Achieved	Budget and Treasury	Quarterly reports
300	Improved financial viability	Cost coverage		14 months	Operational	3 months	3 months	13 Months	overperformance due to sound expenditure control	None	None	None	None	Achieved	Budget and Treasury	Financial reports
300	Improved financial viability	Revenue collection		56%	Operational	80%	71%	35% with a norm of 95% - 95%	Appointed service provider to assist in debt collection	The municipality is still experiencing challenges with payment for rates and taxes from the farms	None	None	None	Not Achieved	Budget and Treasury	Financial reports
300	Improved financial viability	Debt coverage		0%	Operational	0%	0%	0%	None	None	None	None	None	Achieved	Budget and Treasury	Financial reports
300	Ensure that budget management is in line with MSCOA	MSCOA		100%	Operational	100%	100%	100%	None	None	None	None	None	Achieved	Budget and Treasury	Progress migration reports
300	To ensure compliance with budget and reporting regulations	MFMA reports		12 MFMA reports	Operational	12	3	3	None	None	None	None	None	Achieved	Budget and Treasury	Quarterly reports
				4 MFMA statutory reports	Operational	4	1	1	None	None	None	None	None	Achieved	Budget and Treasury	Quarterly reports
				1 Mid-Year Report (25.01.2021)	Operational	1	No target this quarter	No target this quarter	No target this quarter	None	None	None	None	N/A	Budget and Treasury	Mid-year report
				Number of Adjustment Budget reports submitted to Council in terms of S28	Operational	1 Budget Adjustment Report	No target this quarter	1	None	None	None	None	None	N/A	Budget and Treasury	Council Resolution

300	To ensure compliance with budget and reporting regulations	Number of MFMA reports submitted to council	20 Reports	operational	20 Reports	5	5	None	None	Achieved	Budget and Treasury	Council Resolutions
300	Submission of annual financial statements within prescribed timeframe	Submission of annual financial statements to the A-G within the prescribed timeframes	A-G submitted to A-G on 31/08/20	Operational	A-G submitted to A-G 31/08/20	Unaudited AFS submitted to AG 31 Aug 2020	0	N/A	N/A	Achieved	Budget and Treasury	AFS
200	Submission of Annual Performance Report within prescribed timeframe	Draft Annual Performance report submitted within regulated time	Draft Annual Performance report to AG on 31/08/20	Operational	Draft Annual Performance report to AG by 31/08/20	Unaudited Draft APR submitted to AG 31 Aug 2020	0	N/A	N/A	Achieved	Municipal Manager	APR
300	Improved management of municipal grants expenditure	% of personnel budget spent	74%	89,179,039	100%	25%	23%	2%	delay in filling vacant position	Not Achieved	Budget and Treasury	Financial report
300	Ensure compliance to MIG expenditure	% compliance to MIG Expenditure	100%	25,322,250	100%	25%	25%	0%	None	Achieved	Budget and Treasury	Financial report
300	Improved allocation of maintenance budget	% of maintenance budget spent	45%	4,250,000	100%	25%	15%	10%	Lack of fixed assets maintenance plan	Not Achieved	Budget and Treasury	Financial report
300	Improved expenditure on capital budget	% of capital budget spent	80%	142,342,558	100%	25%	20%	5%	Plan to develop fixed assets maintenance plan in progress. Routine maintenance is being prioritized by technical service department	Not Achieved	Budget and Treasury	Financial report
300	Ensure effective and efficient utilization of fleet	Number of quarterly reports submitted on fleet management	12	Operational	12	3	3	None	None	Achieved	Budget and Treasury	Quarterly reports
KPA'S GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
IDP Strategic Objective: Build capable institution and administration												
Total No	Measurable Objective	(KPI)	Baseline / Status	Budget	Annual Target	Actual Performance	Variance	Support for Finance	Constitutive Measures	Verinal Actual Performance	Programme Owner	Evidence Required
200	Ensure improved audit opinion	Number of improved audit opinion	Unqualified audit opinion (With findings)	5 000 000	No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Municipal Manager	A-G Auditing Action Plan progress report
200	Ensure improved audit opinion	% compliance to AG Audit Action Plan (external auditing)	100%	Operational	93%	7%	12%		Continue monitoring of the implementation on the action plan on a monthly basis	Not Achieved	Municipal Manager	A-G Auditing Action Plan progress report
200	To improve municipal internal controls and systems	Submit AG Action Plan to Council by 31 January	Action plan to Council by 31 January		No target this quarter	No target this quarter	N/A	N/A	N/A	N/A	Budget and Treasury	A-G Auditing Action Plan

Job No	Measurable Objective / Programme	UoP	Baseline / Status	Budget	Annual Target	1st Quarter Target	1st Quarter Performance	Reasons for Variance	Corrective Measures	Verified Actual Performance	Programme Owner	Evidence Produced
200	To promote community participation and accountability	Public Participation	Operational	16	4	0	0	None	None	None	Corporate Services	Quarterly reports
<p>IDP Strategic Objective: Building people's trust</p> <p>54 Public Participation</p>												
200	To promote community participation and accountability	Public Participation	Operational	4	7	0	0	0	0	0	Corporate Services	Quarterly reports
200	To promote accountability	Complaints Management	Operational	100%	100%	100%	100%	100%	100%	100%	Corporate Services	Complaints Management Register
10	Ensure effective and efficient functioning of ward committees	Ward committees support	Operational	14	14	0	14	14	14	14	Corporate Services	Quarterly reports
10	Ensure effective and efficient functioning of ward committees	Ward committees support	Operational	148	148	0	42	42	42	42	Corporate Services	Quarterly reports
200	Ensure effective and efficient communication	Communication	Operational	65 500	Communication strategy reviewed and implemented annually	Implementation of the Strategy implemented	None	None	None	None	Municipal Manager	Council Resolution & quarterly reports
10	Provide requisite support to needy learners	Mayoral bursary fund	Operational	6	6	4	4	4	4	4	Corporate Services	Quarterly reports
10	Ensure that traditional leaders receive allowance for attending council meetings	Traditional Leaders	Operational	12,000	0	0	1	1	1	1	Corporate Services	Financial report
200	Ensure that DRM strategic planning session is held in order	Disaster Risk Management strategic planning	Operational	1	0	0	1	1	1	1	Community Services	Quarterly reports
200	Ensure that DRM strategic planning session is held in order	Disaster Risk Management strategic planning	Operational	400 000	1	0	1	1	1	1	Community Services	Reviewed DRM Plan
200	Ensure that DRM strategic planning session is held in order awareness to appropriate response to disaster management	Disaster Risk Management awareness campaigns	Operational	6	6	1	1	1	1	1	Community Services	Quarterly reports
<p>IDP Strategic Objective: Building people's trust</p> <p>55 Council Special Programmes</p>												
<p>COMMUNICATIONS TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</p> <p>Annual Target: 14 Quarterly targets: 14</p> <p>IDP Strategic Objective: Build capable institution and administration</p> <p>6 (UoP)</p>												
200	Ensure that IDP/Budget are done within the legislated framework	IDP/Budget Review	Operational	800 000	Adopted by Council by 31 May 2021	1-Jan-00	None	None	None	None	Municipal Manager	Council resolution
200	To ensure that IDP strategies are reviewed	IDP/FMS strategic planning session	Operational	290 000	1	1	1	1	1	1	Municipal Manager	Report

4.2 PERFORMANCE MANAGEMENT											
200	Sustain management of performance for Section 54 & 56 Managers	PMS	3	Operational	6	3	3	None appointment on the S56 positions (CEO, Dir Com Serv & Dir SPED)	Not Achieved	Municipal Manager	Signed Performance Agreements
200	Sustain management of performance for other officials other than Section 54 & 56	Operational	0	Operational	2	N/A	N/A	N/A	N/A	Municipal Manager	Assessment reports
200	Promote institutional accountability and compliance to PMS framework	Operational	4	Operational	137	0	20	Performance Coordinator	Not Achieved	Corporate Services	Performance Plans
200	Promote institutional accountability and compliance to PMS framework	Operational	1	Operational	4	1	1	None	Achieved	Municipal Manager	Quarterly reports
IDP Strategic Objective: Build capable institution and administration											
4.3 Skills Development and Employment Equity											
10	Ensure capacitated work force	Skills Development	78	2,500,000	70	20	0	Not Achieved	Not Achieved	Corporate Services	Training reports
10	Ensure that municipalities appoint people with the necessary skills that will accelerate the delivery of basic services	Workplace skills plan (Technical skills)	3	Operational	2 (Senior technician & PMU Manager)	1	None	None	Achieved	Corporate Services	Quarterly reports
10	Strengthen the effectiveness and efficiency of municipal minimum competency requirements (financial management)	Workplace skills plan (Minimum competency requirements) (financial management)	7	Operational	9	No target this quarter	No target this quarter	N/A	N/A	Corporate Services	Quarterly reports
10	Ensure that people from equity target are appointed in the three highest levels of the municipal management	Employment Equity Plan	5	Operational	5	5	5	None	Achieved	Corporate Services	EE reports
10	Ensure that people from equity target are appointed in the three highest levels of the municipal management in compliance with the approved EEP	Employment Equity Plan (NKP)	3	Operational	2	No target this quarter	No target this quarter	N/A	N/A	Corporate Services	EE reports
IDP Strategic Objective: Build capable institution and administration											
4.4 Human Resource Management, Legal Services & Occupational Health and Safety											
10	Ensure capacitated work force	Workplace skill plan	473,998	Amount actual spent (1% of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	1,500,000	375,000	No report	No report received	No report received	Corporate Services	Financial report

10	Maximize efficiency of payroll management	Payroll management	% accuracy on payroll information	100%	95 727 897	100%	100%	100%	None	None	Achieved	Corporate Services	Payroll report
10	Ensure compliance of overtime regulation	HR Management (Overtime management)	% compliance to overtime regulation	100%	2 900 000	100%	100%	100%	None	None	Achieved	Corporate Services	Overtime report
10	Provide requisite legal support	Legal Services	Number of labour grievances resulting in law suit against the municipality	0	1 500 000	0	0	0	None	None	Achieved	Corporate Services	Report
10	Ensure that the municipality has SLA with all service providers	Legal Services	Number of service providers with signed Service Level Agreement	20		25	0	0	5	No report received	Not Achieved	Corporate Services	Quarterly reports
10	Ensure sound labour practices	Labour Forum	Number of Local Forum Meetings held	3	OPEX	4	0	0	1	1 (16 Sep 2020)	Achieved	Corporate Services	Quarterly reports
10	Ensure safe and healthy working environment	OHS	Number of in-year compliance reports on OHS generated	4	250 000	4	1	1	None	None	Achieved	Corporate Services	Quarterly reports
IDP Strategic Objective: Build capable institution and administration													
5.3 Policies and By-Laws													
10	To ensure implementation of law-enforcement	Policy development, by-laws and reviews	Number of by-laws developed/reviewed	15	Operational	2	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Policy and by-law register
	To ensure that policy workshop is held	Policy workshop	Number of by-laws promulgated	1	Operational	1	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Policy and by-law register
	Providing and improving compliance to municipal regulatory environment	Policies	Number of policy workshops held	1	300 000	1	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Invitations & attendance register
			Number of policies developed/reviewed	57	Operational	15	No target this quarter	No target this quarter	N/A	N/A	N/A	Corporate Services	Policy and by-law register