

MFMA SECTION 72 REPORT:

2022/2023: MID YEAR BUDGET AND PERFORMANCE ASSESSMENT OUTCOME

1. PURPOSE

- 1.1 The purpose of this report is to submit the outcome of the assessment conducted in terms of MFMA section 72, for the period covering 1 July 2022 to 31 December 2022, to the Executive Mayor of Thaba Chweu Local Municipality with a view to: -
- make recommendations as to whether an adjustment budget is necessary; and
 - recommend revised projections for revenue and expenditure to the extent that this may be necessary.

2. LEGISLATIVE FRAMEWORK

- 2.1 Municipal Finance Management Act, Act 56 of 2003
- 2.2 Division of Revenue Act 2013
- 2.4 Municipal Systems Act, Act 32 of 2003.
- 2.5 Municipal Performance Regulation of 2006

3. LEGISLATIVE BACKGROUND

- 3.1 *MFMA Section 72 states that; the accounting officer of a municipality must by the 25 January of each year.*
- (a) *asses the performance of the municipality during the first half of the financial year, taking into account-*
 - (i) *the monthly budget statements referred to in section 71 of 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 service delivery and budget implementation plan;*
 - (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, taking into account reports in terms of section 88 from any such entities; and*
 - a) *Submit a report on such assessment to -*
 - i. *the Mayor of the Municipality*
 - ii. *the National Treasury and*
 - iii. *the relevant Provincial Treasury*
- (2) *The statement referred to in section 71 (1) for the sixth month to a financial year may be incorporated into the report.*

(3) **The accounting officer must as part of the review-**

- (a) Make recommendations as to whether an adjustments budget is necessary; and
- (b) Recommend revised projections for revenue and expenditure to the extent that this may be necessary.

3.2 Furthermore MFMA section 54 on **Budgetary Control and early identification of financial problems**, states that.

- (i) On receipt of 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 revisions to the service delivery and budget implementation plan, provided that the 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 any appropriate instructions 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 a section 72 report, submit the report to the council by 31 January of each year.

4. DELIBERATIONS/DISCUSSION

4.1 A detailed assessment of the financial and non-financial performance covering the period of 6 months of the financial (1 July 2022 to 31 December 2022) was conducted.

The purpose of this review and analysis was to enable the accounting officer to make informed recommendations as required by MFMA Section 72(3)

4.2 To ensure successful outcome of the review and analysis, only a high level review of the approved budget Summary was undertaken. It should therefore be noted that this report does not provide for an assessment of each individual line item/ vote number contained in the approved budget of Thaba Chweu Local Municipality for the 2022/2023 financial year.

4.3 This report merely highlights the status quo of key revenue and expenditure vote that may require the revision of the approved annual budget through an adjustments budget in terms of section 28 of the MFMA. It must further be noted that the operating expenditure reflects direct expenditure and excludes non-cash transactions e.g., depreciation, provisions and deferred finance charges etc. which expenditure is not accounted for on a monthly basis but rather annually through accounting adjustments.

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EXECUTIVE SUMMARY:

4.4 High Level

	ORIGINAL BUDGET		MID YEAT ACTUALS		VARIANCE		PERFORMANCE
Revenue	R	828 784 003	R	381 826 370	R	446 957 633	46%
Operational Expenditu	-R	885 051 199	-R	425 304 273	-R	459 746 926	48%
Capital Expenditure	-R	125 861 700	-R	16 337 072	-R	109 524 628	13%
Surplus / (Deficit)	-R	182 128 896.01	-R	59 814 975	-R	122 313 921	

Analysis:

The high-level analysis indicate that the municipality is not generating enough revenue to cover expenditure.

4.4.1 Revenue per Source:

TYPE	BUDGETED REVENUE		EXPECTED MID YEAR BILLING		YTD BILLING		YTD COLLECTION		BILLING RATE	COLLECTION RATE
Property Rates	R	116 112 863	R	58 056 432	R	53 545 693	R	33 893 043	92%	63%
Water	R	59 721 324	R	29 860 662	R	28 895 608	R	15 719 571	97%	54%
Sewerage	R	21 978 044	R	10 989 022	R	9 964 441	R	4 582 898	91%	46%
Electricity	R	235 879 021	R	117 939 511	R	93 921 011	R	83 016 979	80%	88%
Refuse	R	25 791 150	R	12 895 575	R	11 867 357	R	5 714 133	92%	48%
Interest on outstanding Debtors	R	24 215 752	R	12 107 876	R	17 797 229	R	1 433 217	147%	8%
TOTAL	R	483 698 154	R	241 849 077	R	215 991 339	R	144 359 841	89%	67%

Analysis:

Billing rate as at midyear is at 89% of expected billing, this indicates a deficit of 11% in terms of projected billing. Management will investigate the causes of this under billing and make necessary adjustments.

Collection rate is sitting at 67% of billed revenue. This is material under collection which is the main cause of the deficit as indicated under paragraph 4.4. Management has finalised procurement of debt collector and the full credit control and debt collection are unfolding.

4.4.2 Revenue from Grants:

GRANT DESCRIPTION	ORIGINAL ALLOCATION	GRANT RECEIVED	VALUE OF CONDITION MET	LIABILITY BALANCE	EXPENDITURE %	TRANSFERS %
Equitable Share	R 187 934 000	R 135 216 000	R 135 216 000	R -	100%	72%
Finance Management Grant (FMG)	R 3 000 000	R 3 000 000	R 589 799	R 2 410 201	20%	100%
Expanded Public Works Programme (EPWP)	R 1 932 000	R 1 353 000	R 1 842 514	R 489 514	136%	70%
Municipal Infrastructural Grant (MIG)	R 53 907 000	R 33 000 000	R 13 788 776	R 19 211 224	42%	61%
Water Service Infrastructure Grant (WSIG)	R 40 000 000	R 3 000 000	R 2 201 840	R 798 160	73%	8%
Regional Bulk Infrastructure	R 2 000 000	R 1 000 000	R -	R 1 000 000	0%	50%
Integrated National Electrification	R 20 000 000	R 8 500 000	R 1 020 370	R 7 479 630	12%	43%
GRANT TOTAL	R 308 773 000	R 185 069 000	R 154 659 299	R 30 409 701	84%	60%

Analysis:

Overall grants performance, except for EPWP as at midyear are materially under performing against the received allocation. WSIG grants is concerning considering that the municipality did not receive a tranche of R17 million during October months as allocated in the DORA payment schedule.

4.5 Operational Expenditure

TYPE	ORIGINAL BUDGET	ACTUAL DECEMBER 21	MID YEAR EXPENDITURE	MID YEAR %
Employee Costs	R 254 915 983	R 19 157 502	R 93 420 229	37%
Councillors Remuneration	R 14 122 691	R 998 000	R 5 165 667	37%
Bulk Purchases	R 165 000 000	R 8 794 137	R 88 436 818	54%
General Expenses	R 370 642 525	R 6 301 058	R 130 789 468	41%
Repairs & Maintenance	R 80 370 000	R 11 858 444	R 35 083 723	44%
TOTAL	R 885 051 199	R 47 109 141	R 352 895 904	40%

Analysis:

The midyear overall operational expenditure budget performance has been kept within projected spending of 50%. Except for Eskom bulk account which is currently spending at 4% higher than the mid-year percentage. The 4% can be attributed to winter billing.

4.6 Capital Expenditure:

PROJECTS BY VOTE	FUNDING	ORIGINAL BUDGET	SPECIAL ADJUSTMENT MFMA s28(2)g	YTD EXPENDITURE	YTD EXPENDITURE %
WATER PROJECTS	WSIG	R 31 119 857.00	R 7 362 410.92	R 3 572 086.86	49%
ELECTRICITY	INEP	R 20 000 000.00	R 20 000 000.00	R 1 020 369.80	5%
SANITATION PROJECTS	MIG	R 61 313 114.00	R 62 335 613.47	R 2 740 402.78	4%
ROADS	MIG	R 778 729.00	R 23 513 675.18	R 5 728 434.41	24%
VEHICLE	INTERNAL	R 1 000 000.00	R 1 000 000.00	R -	0%
MACHINERY & EQUIPMENT	INTERNAL	R 4 450 000.00	R 4 450 000.00	R 58 105.00	1%
MINI SUBSTATIONS & TRANSFORMERS	INTERNAL	R 7 200 000.00	R 7 200 000.00	R 3 217 672.95	45%
TOTAL		R 125 861 700	R 125 861 700	R 16 337 072	13%

Analysis:

The mid-year assessment of capital budget is materially under performing in line with the budget. Plans are already in implementation stage to ensure the budget depleted before 30 June 2022. Attached is annexure A with a detail report of the grant funded projects for 2022 FY

4.8 Debtors Age Analysis:

ACCOUNT TYPE	Sum of 202301 (Current)	Sum of 202212 (30 Days)	Sum of 202211 (60 Days)	Sum of 202210 (90 Days)	Sum of 202209 (120 Days)	Sum of 202208 (150 Days)	Sum of 202207 (180 Days)	Sum of 202206-202202 (210 Days to 1 Year)	Sum of 202201+ (Over 1 Year)	Sum of Total
AGRICULTURAL	R 1 826	R 1 354 935	R 1 294 686	R 1 225 669	R 1 231 489	R 1 160 104	R 1 141 138	R 5 137 899	R 85 916 398	R 98 464 143
BUSINESS	R 38 671	R 5 421 729	R 1 181 892	R 1 008 887	R 1 078 559	R 780 565	R 852 815	R 3 559 255	R 20 376 157	R 34 298 530
INDUSTRIAL	R -	R 1 035 399	R 423 722	R 390 772	R 399 901	R 375 807	R 403 407	R 1 970 649	R 12 818 569	R 17 818 224
MINING	R -	R 672	R 672	R 672	R 672	R 672	R 883	R 4 214	R 27 586	R 35 045
MULTIPLE USE P	R -	R 969 639	R 749 485	R 722 742	R 712 987	R 700 498	R 685 886	R 2 585 825	R 31 232 866	R 38 359 928
PROTECTED AREA	R -	R 2 534	R 2 534	R 2 534	R 2 358	R 2 358	R 2 358	R 10 315	R 540 044	R 565 034
PUBLIC BEN ORG	R -	R 220 241	R 77 359	R 76 516	R 50 115	R 47 966	R 56 864	R 183 959	R 1 495 498	R 2 208 517
PUBLIC SERVINF	R -	R 48 724	R 42 360	R 45 740	R 41 313	R 41 422	R 40 984	R 178 135	R 2 196 596	R 2 635 253
PUBLIC SERV PURP	R 18 033	R 765 113	R 456 345	R 324 568	R 293 253	R 205 364	R 135 987	R 243 584	R 1 641 825	R 4 084 071
RESIDENTIAL	R 38 955	R 10 840 659	R 8 072 652	R 7 748 507	R 7 205 316	R 7 074 971	R 6 986 556	R 30 580 182	R 258 540 723	R 337 088 522
RESIDENTIAL OTH	R -	R 1 280 557	R 632 577	R 586 371	R 555 189	R 538 950	R 555 294	R 1 989 363	R 10 817 128	R 16 953 439
UNDEVELOPED	R 6 861	R 2 190 418	R 1 994 397	R 1 937 808	R 1 980 525	R 1 735 045	R 1 617 011	R 8 131 102	R 76 416 322	R 95 989 487
Grand Total	R 104 345	R 24 130 631	R 14 918 682	R 14 070 786	R 13 551 676	R 12 661 722	R 12 479 161	R 54 574 481	R 502 019 712	R 648 511 195

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Analysis:

Debtors as of 31 December 2022 are sitting at R648.5 million. Residential households owe the municipality around 55%, Businesses owe 5% and Government, Agricultural and other owes the municipality around 40%. It should be noted that for the first half of the financial year, the municipality did not implement credit control and debt collection policy.

4.9 Creditors Age Analysis

	0 - 30 Days	31 - 60 Days	61 - 90 Days	Over 90 Days	Total
R thousands	Amount	Amount	Amount	Amount	Amount
Creditor Age Analysis					
Bulk Electricity	R 23 812 295	R 15 283 363	R 15 260 941	R 1 204 731 117	R 1 259 087 716
Bulk Water	R -	R -	R -	R -	R -
PAYE deductions	R -	R -	R -	R -	R -
VAT (output less	R -	R -	R -	R -	R -
Pensions / Retire	R -	R -	R -	R -	R -
Loan repayments	R -	R -	R -	R -	R -
Trade Creditors	R 3 621 186	R -	R -	R 7 053 120	R 10 674 306
Auditor-General	R -	R -	R -	R -	R -
Other	R -	R -	R -	R -	R -
Total	R 27 433 481	R 15 283 363	R 15 260 941	R 1 211 784 237	R 1 269 762 022

Total balance of creditors as at 31 December 2022 is R 1 269.8 billion. Eskom constitute 99% of the balance with R1 259 billion. Other creditors which management manages to pay monthly are amounting to R 10.8 million (1%). Management and political leadership must assess the impact of the financial plans put in place. To date there is no impact in terms of addressing containing the Eskom debt. Full implementation of credit control and debt collection policy, budget funding plan activities must be supported and expedited.

5. AUDIT OUTCOMES

Thaba Chweu Local Municipality has received Unqualified audit opinion for its separate annual financial statements in terms of MFMA section 126(1) and on the consolidated annual financial statements in terms of MFMA section 126(2) for the audited financial year 2021/2022.

6. NON-FINANCIAL PERFORMANCE

Performance Management is done in terms of the Performance Management Policy which was approved by Council on 31 May 2022. The Performance Management System is still a manual system that uses the approved Service Delivery Budget and Implementation Plan (SDBIP) as its basis. The SDBIP is a layered plan comprising a **Top Layer SDBIP and Departmental SDBIPs**.

The SDBIP as approved by the Executive Mayor on 28 June 2022. The SDBIP comprises quarterly high level non-financial service delivery targets as well as financial projections for revenue collection (cash flow) as well as operational and capital expenditure.

Performance reporting on the top layer SDBIP is done to the Mayoral Committee, the Audit Committee who also acts as the Performance Audit Committee, and Council on a quarterly, half yearly (Mid-year Budget and Performance Assessment Report) and annual basis (Annual Report).

Any amendments to the Top Layer SDBIP must be approved by Council following the submission of the Mid-year Budget and Performance Assessment Report and the approval of the adjustment budget.

This report is based on the **Top Layer SDBIP** and is comprised of a summary of the overall performance for the first half of the financial year (Mid-year), in terms of the National Key Performance Areas (KPA) for Local Government which are listed below:

- Basic Services and Infrastructure Development
- Good Governance & Public Participation
- Municipal Transformation and Institutional Development
- Local Economic Development
- Spatial Planning & Rationale
- Financial Viability & Management

6.1 SUMMARY OF PERFORMANCE INFORMATION RESULTS

A summary of the performance of the Municipality in terms of the targets set for the FY 2022/2023 is provided in Table below.

When a target is recorded as achieved, it means that target was fully implemented as planned and when a target is recorded as not achieved, it means that the target was not implemented as planned. This will also include targets that were partially achieved. For targets not achieved reasons for non-achievement and remedial actions need to be stated.

The following is a breakdown of the Mid-year performance per Key Performance Area:

KPA	TOTAL INDICATORS	N/A FOR REPORTING AS AT MID-YEAR	TOTAL REPORTED	ACHIEVED	NOT ACHIEVED	% ACHIEVED	% NOT ACHIEVED
Basic Services and Infrastructure Development	15	-	15	8	7	53%	47%
Good Governance & Public Participation	16	1	15	13	2	87%	13%
Municipal Transformation and Institutional Development	10	3	7	6	1	86%	14%
Local Economic Development	3	-	3	2	1	67%	33%
Spatial Planning & Rationale	5	-	5	1	4	20%	80%
Financial Viability & Management	12	1	11	9	2	82%	18%

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KPA	TOTAL INDICATORS	N/A FOR REPORTING AS AT MID-YEAR	TOTAL REPORTED	ACHIEVED	NOT ACHIEVED	% ACHIEVED	% NOT ACHIEVED
TOTAL	61	5	56	39	17	70%	30%

The table above depicts the number of targets achieved and targets not achieved. The total of 56 targets in Top Layer of the SDBIP were reported on. Thus 39 out of 56 targets were achieved, which translates to 70% of the Mid-year targets being achieved. The not achieved targets were 17 out of the 61 and this translates to 30% of the targets not achieved.

The detailed report on the implementation of the SDBIP is contained as annexure A to this report.

6.2 QUARTERLY AND MID-YEARLY PERFORMANCE REVIEWS

In line with the PMS Policy as adopted and the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, of 2006, section 28 of the Regulations provides for the quarterly review of performance, as also contained in the annual performance agreements of the senior managers.

The objective of the performance review sessions were to:

- (a) Look service delivery at implementation based on the approved SDBIP;
- (b) Report based on the SDBIP for improved accountability;
- (c) Identify areas of under achievement, remedial action to be taken and to highlight challenges faced.
- (d)

Performance reviews took place as follows:

DEPARTMENT	DATE OF PERFORMANCE REVIEW	DATE OF COMAF BY INTERNAL AUDIT
Technical & Engineering Services	11 January 2023	20 January 2023
Community Services	11 January 2023	20 January 2023
Corporate Services	12 January 2023	20 January 2023
LED & Planning	13 January 2023	20 January 2023
Finance	20 January 2022	23 January 2023
Office of the Municipal Manager	11 January 2023	20 January 2023

The following are key recommendations made during the performance review sessions held:

- All reporting must be informed by weekly and monthly plans linked to quarterly targets in order to ensure that reporting is done based on clear plans;
- Continuous interaction between the Directors, PMS and the Internal Audit unit must be ongoing during performance audits to ensure that any challenges can be immediately addressed;
- Quarterly management meetings must be held to deal with performance information, ideally before the report is submitted to the Audit Committee and Mayoral Committee;
- The role of Secretaries must be strengthened in the consolidation of monthly and quarterly departmental information;
- Subsequent to the midyear assessment and adjustment budget, certain targets may have to be revised and or improved on to be SMART where after same must be approved by Council;
- Directors must also cascade performance review to the lower levels.

7. CONCLUSION

7.1 Financial Performance

The financial performance assessment outcome indicate that the annual budget must not be adjusted. However, the actual revenue collection percentage at 67% is materially low. Management and political leadership must embark ensure full support of the implementation of financial plans and policies that will immediately impact the cashflow of the municipality.

Eskom debt balance in totality is above the approved budget of the municipality, this renders the budget of Thaba Chweu to be unfunded. As at mid-year the financial health and viability of the municipality is still in question.

7.2 Non-Financial Performance

- During the first two quarters of the financial year challenges were experienced with the timely submission of performance information to ensure a complete audit of performance information, reported achievement were not supported or inadequately supported by relevant POEs.
- Continuous interaction with Directors to deal with any discrepancies or uncertainties identified in submitted reports will remain an ongoing process to continuously improve and better the quality and content of both the performance information reports as well as the portfolios of evidence as the mode of information verification.
- Mid-year Performance results will be considered during the adjustment of the 2022-2023 FY SDBIP.

8.RECOMMENDATIONS

8.1 That, council note the mid-year budget and performance assessment report for 2022/20223 financial year, prepared in accordance with section 54 and 72 of the MFMA.

8.2 That, council note that revenue collection rate at 31 December 2022 is 67% which is below internal target of 85% and overall operational expenditure spending rate is 40%.

8.39.3 THAT, council take note of the mid-year report on the implementation of the Top Layer of the 2022/2023 SDBIP.

8.4 THAT, council note that based on the revenue assessment outcome as stated on paragraph 4.4 of the report and operational expenditure assessment on paragraph 4.5 above. The recommendation is that the compilation of the adjustment budget is not supported. That revenue and expenditure annual projects will remain the same.

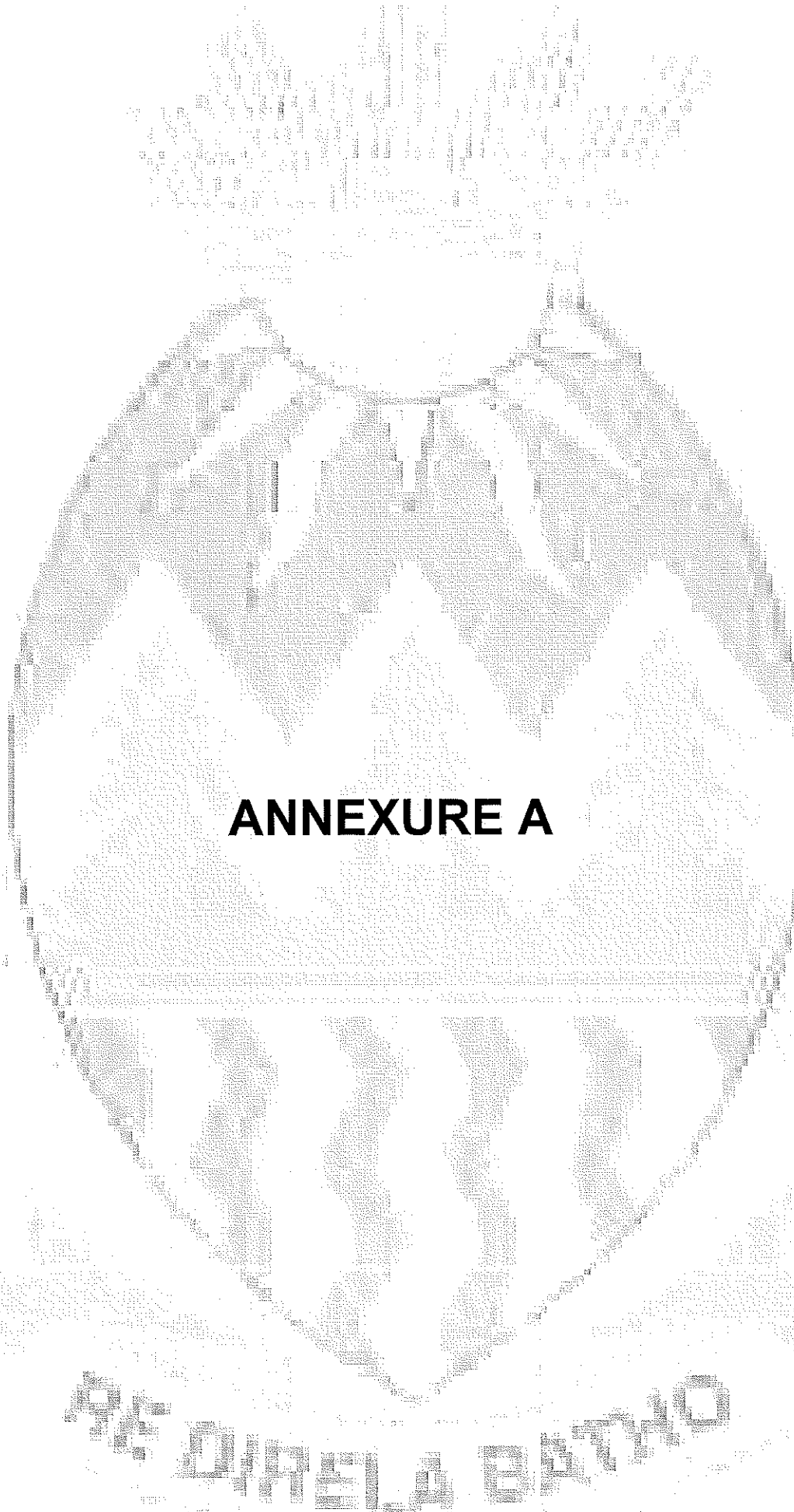
QUALITY ASSURANCE CERTIFICATE:

I MAROPENG PETER MANKGA, the Municipal Manager of Thaba Chweu Local Municipality, hereby certify that the Mid-year Assessment Report and supporting documentation for the first half of 2020/2021 financial year, starting from 1 July 2020 to 31 December 2021 has been prepared in accordance with the Municipal Finance Management Act and the Regulations made under the act.



MANKGA MP
ACTING MUNICIPAL MANAGER

DATE: 25/01/2023

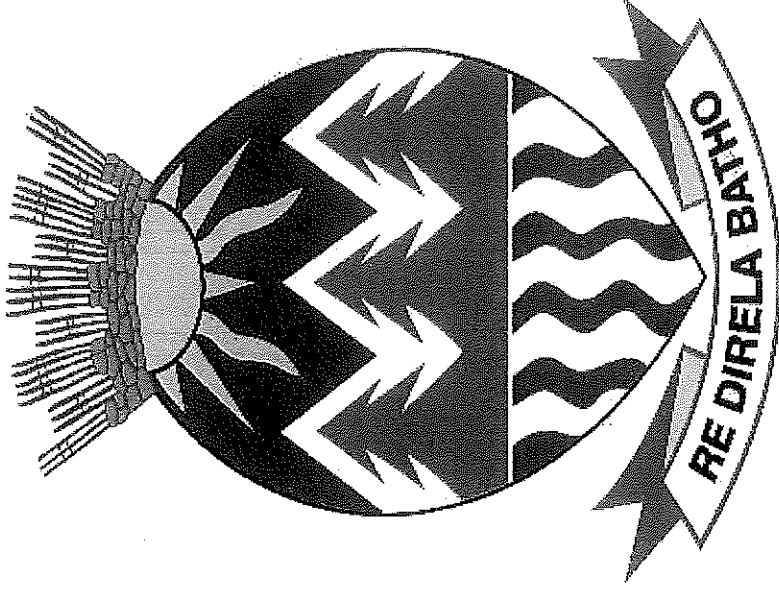


ANNEXURE A

ANNEKURE A



THABA CHWEU LOCAL MUNICIPALITY



MID-YEAR ORGANISATIONAL PERFORMANCE REPORT FOR THE 2022/23 FINANCIAL YEAR

Table of Contents	
Acronyms	3
Executive Summary	4
1. Introduction	5
2. Integrated Planning, Budgeting and Performance Management for the FY 2022/2023	6
3. Municipal Key Performance Areas and Goals	11
4. Mid-year Performance Reviews	12
5. Summary of Performance Results for the first half of the 2022/2023 FY (Mid-year)	14
6. Detailed breakdown of Performance Results for the first half of the 2022/2023 FY (Mid-year)	15
7. Conclusion	43
Concluding Remarks by Accounting Officer	44

Acronyms

AC	-	Audit Committee	LED	-	Local Economic Development
AGSA	-	Auditor General of South Africa	LOCS	-	Local Council of Stakeholders
AIDS	-	Acquired Immune Deficiency Syndrome	MFMA	-	Municipal Finance Management Act
APR	-	Annual Performance Report	MSA	-	Municipal Systems Act
BTO	-	Budget and Treasury Office	MIG	-	Municipal Infrastructure Grant
COGTA	-	Cooperative Governance and Traditional Affairs	MMC	-	Member of Mayoral Committee
EAP	-	Employee Assistance Programme	MSCOA	-	Municipal Standard Chart of Accounts
EIA	-	Environmental Impact Assessment	NT	-	National Treasury
EPWP Programme	-	Expanded Public Works	OHS	-	Occupational Health and Safety Performance Management
GIS	-	Geographical Information System	PMS	-	Performance Management
HIV	-	Human Immune Virus	Committee	-	Risk Management Committee
ICT	-	Information and Communication Technology	RMC	-	South African Youth Council
IDP	-	Integrated Development Plan	SAYC	-	Supply Chain Management
INEP	-	Integrated National Electrification Programme	SCM	-	Skills Development Facilitator
KM	-	Kilo Meter	SDF	-	Spatial Plan Land Use
KPA	-	Key Performance Area	SPLUMA	-	Management Act
KPI	-	Key Performance Indicator	Management Act	-	Thaba Chweu Local Municipality
LAC	-	Local Aids Council	TCLM	-	Terms of Reference
			TOR	-	Ward Aids Council
			WAC	-	Water Service Infrastructure Grant
			WSIG	-	

Executive Summary

The first section of this report, being the introduction, gives an overview of the Municipality's Vision & Mission and briefly refers to the legislative and policy framework in terms of which this report is compiled. An overview of the processes which lead to the compilation of the strategy (IDP), the allocation of financial resources (Budget) for the implementation thereof, the alignment of the organisation with the strategy, as well as the implementation plan (SDBIP) is provided in the 2nd Section.

The 3rd section of this report presents the content of the strategy which is the institution's goals, strategic objectives and organisational programmes in terms of each of these strategic objectives, Key Performance Indicators (KPIs) set for the measurement of the performance on each programme and targets set in terms of these KPIs. It further reflects on the KPAs of local government.

The last section of this report provides detailed information on the performance of the Municipality and is structured in a tabular format in terms of each KPI. Tracking of the project level information serves as early warning indicator for underperformances.

1. Introduction

1.1. Background

This report is prepared in compliance with Section 72 of the Municipal Finance Management Act, 2003 (Act 56 of 2003), as a Mid-year Organisational Performance Report.

The Municipal Finance Management Act, 2003 (Act 56 of 2003), stipulates in Section 72 (1) (a) (ii) that the Municipality must do the following in terms of Performance Management System:

72. (1) *The accounting officer of a municipality must by 25 January of each year—*

(a) assess the performance of the municipality during the first half of the financial year, taking into account—

(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 service delivery and budget implementation plan.

Performance Management is done in terms of the Performance Management Policy which was approved by Council on 31 May 2022 (Council under item A69/2022). The Performance Management System is still a manual system that uses the approved Service Delivery Budget and Implementation Plan (SDBIP) as its basis. The SDBIP is a layered plan comprising a **Top Layer SDBIP** and **Departmental SDBIPs**.

The SDBIP as approved by the Executive Mayor on 28 June 2022. The SDBIP comprises quarterly high level non-financial service delivery targets as well as financial projections for revenue collection (cash flow) as well as operational and capital expenditure.

Performance reporting on the top layer SDBIP is done to the Mayoral Committee, the Audit Committee who also acts as the Performance Audit Committee, and Council on a quarterly, half yearly (Mid-year Budget and Performance Assessment Report) and annual basis (Annual Report).

Any amendments to the Top Layer SDBIP must be approved by Council following the submission of the Mid-year Budget and Performance Assessment Report and the approval of the adjustment budget.

This report is based on the **Top Layer SDBIP** and is comprised of a summary of the overall performance for the first half of the financial year (Mid-year), in terms of the National Key Performance Areas (KPAAs) for Local Government.

1.2. Vision and Mission

The *vision* of Thaba Chweu Local Municipality is to be a:–

Custodian of sustainable service delivery, economic development and good governance

The *mission* of the Municipality is as follows:–

Improving socio-economic conditions by improving service delivery and growing the economy through sound governance

Thaba Chweu Local Municipality is guided by the following values in conducting its business:–

- Putting people first
- Delivery of quality service
- Uphold local government laws
- Investor friendly

2. Integrated Planning, Budgeting and Performance Management for the FY 2022/2023

The strategic plan in local government is called the Municipal Integrated Development Plan (to be referred to as “the IDP”). The budgetary process is the provision of resources for the implementation of the strategy (the IDP), whilst the Service Delivery and Budget Implementation Plan (to be referred to as “the SDBIP”) is the annual plan for implementation of the IDP. The alignment between the Municipal Integrated Development Plan, the Budget, SDBIP and the Performance Management System is critical to ensure strategic alignment of programmes and projects with the strategy. The Performance Management System is monitoring the implementation of the SDBIP on a quarterly basis. The signing of the Performance Agreements by the Municipal Manager and the Section 56 Managers assures accountability for the implementation of the strategy (IDP).

2.1. Integrated Development Planning (IDP)

The IDP process unfolded in compliance with Chapter 5 of the Municipal Systems Act and in accordance to the Municipality's Council approved IDP Process Plan. The IDP for the FY 2022/2023 was approved by Council under item A69/2022, during a Special Council meeting held on 31 May 2022.

2.2. Municipal Priorities

The priorities of the Municipality are based on Community needs and are reviewed annually during IDP consultation meetings. These priorities are the basis in which the Municipality develops its municipal objectives and outputs/targets. These priorities are also equally informed by policy and planning directives emanating from national government, provincial government and the district.

Tabled below are the fourteen (14) priorities of the Municipality:

Table 1: Municipal Priorities

Code#	Priority Issue	Key Issues to be address
P1	1. Roads	<ul style="list-style-type: none"> • Refurbishment of roads/streets • New construction of roads in formal townships • Refurbishment of storm water drainage system in all towns
P2	2. Water	<ul style="list-style-type: none"> • Bulk (Storage, Network & Capacity) upgrade in Lydenburg • New Bulk (Storage, WWTWP, Network) supply construction in Matibidi, Leroro & Moremela
P3	3. Sanitation	<ul style="list-style-type: none"> • Bulk (WWTWP, Network & Capacity) upgrade in Lydenburg • Maintenance of sewer lines in Lydenburg, Sabie & Graskop • Bulk (WWTWP, Network & Capacity) upgrade in Graskop
P4	4. Electricity	<ul style="list-style-type: none"> • New connection of households for new development • Bulk upgrade (network & capacity) for growth • Maintenance of existing network (poles, overhead lines and safety mechanisms)
P5	5. Public Facilities	<ul style="list-style-type: none"> • Maintenance of Parks, Halls, Sports facilities, Cemeteries and municipal servitudes and related facilities
P6	6. Waste Management	<ul style="list-style-type: none"> • Alternative land fill site for Sabie Town • Improve management of Land fill sites • Extend Collection to rural (Matibidi, Leroro & Moremela) and farm areas

Code#	Priority Issue	Key Issues to be address
P7	7. Spatial Planning/SDF Implementation	<ul style="list-style-type: none"> • Formation of informal settlements in Lydenburg • Township establishment (Brown field development) in Lydenburg
P8	8. Revenue Enhancement	<ul style="list-style-type: none"> • Tariffs reviews on critical services under which policies and by-laws applies • Combat illegal electricity and water connections • Review SLAs on council assets
P9	9. LED	<ul style="list-style-type: none"> • Facilitate PPP investment in Lydenburg, Sabie, Graskop and CPAs farms • Facilitate catalytic investment in the municipality • Facilitate and coordinate the exploitation mining, tourism and agricultural opportunities aimed at socio-economic improvement in the municipality
P10	10. Institutional Transformation	<ul style="list-style-type: none"> • Alignment of the Organogram • Policy and By-law implementation • Job description signing • Delegation of powers signing at Senior and Management levels • Individual Performance management implementation • Compliance to legislation
P11	11. Human Settlement	<ul style="list-style-type: none"> • Facilitation of housing delivery in line with legislation and council policies
P12	12. Environmental Management	<ul style="list-style-type: none"> • Facilitate and coordinate monitoring and compliance to NEMA from mining community • Facilitate and promote safety, protection and cleanliness of environment through various programmes
P13	13. Social Programmes mainstreaming	<ul style="list-style-type: none"> • Support the mainstreaming of social programmes aimed at improving different special social groups
P14	14. Education	<ul style="list-style-type: none"> • Facilitate development and expansion of Schools, Libraries and further education and training

2.3. The Municipality developed Strategic objectives in order to deal with the identified Municipal priorities. The Municipal has eight (08) Strategic Objectives which are aligned to the Municipality's Key Performance Areas.

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The table below depicts the Municipality's Strategic Objectives and Priorities reflected in terms of the Key Performance Areas:

Table 2: Municipal Strategic Objectives and Priorities reflected in terms of the Key Performance Areas

Strategic Objective	Priority Issues or Programmes	Key Performance Area
SO 1: Provide access to quality services in line with council mandate	Roads Water Sanitation Electricity Public Facilities Waste Management	Basic Services and Infrastructure Development
SO 2: Realisation of harmonious development within the municipal jurisdiction	Spatial Planning/SDF Implementation	Spatial Planning & Rationale
SO 3: Increase revenue base and financial viability	Revenue Enhancement	Financial Viability & Management
SO 4: Enhance economic development and growth	LED Strategy implementation SMME Support Stakeholder engagements and communication of strategies to stakeholders Project support and streamlining of opportunities to SMMEs	Local Economic Development
SO 5: Improve institutional transformation and resources management	Institutional Transformation	Municipal Transformation and Institutional Development
SO 6: Ensure effective and good governance	Performance Management Risk Management Internal Audit	Good Governance & Public Participation

NYP

Strategic Objectives and Priorities reflected in terms of the Key Performance Areas		
Strategic Objective	Priority Issues or Programmes	Key Performance Area
SO 7: Strengthen IGR & stakeholder relation	Education Public Participation	Good Governance & Public Participation
SO 8: Mainstreaming of social advocacy and marginalised groups	Social Programmes mainstreaming	Good Governance & Public Participation

2.4. The Budget Process

The budget process unfolded simultaneously with the IDP process. The budget was approved by Council under item A69/2022 during the Special Council meeting held on 31 May 2022.

2.5. Alignment of the Organisation with the Strategy

After the approval of the IDP, the objectives of the departments were aligned with the strategy of the organisation. This was followed by a process of alignment of the programmes and projects of the divisions within the departments with the departmental objectives. A SDBIP was drafted for the organisation as well as departmental SDBIPs for each department, which have informed the Performance Plans of Senior Managers, creating a situation where all the activities and energy in the organisation were focused on achieving the organisational strategy.

2.6. Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP is a key element in the process of service delivery, as it provides for the cascading of the strategic level (IDP and the Budget) to a level of implementation. It therefore provides the basis for measuring performance in service delivery and spending of the budget against specific targets. An SDBIP for the FY 2022/2023 was compiled to guide the implementation of projects and the spending of funds and has been signed off by the Executive Mayor on 28 June 2022.

3. Municipal Key Performance Areas and Goals

The six key performance areas of local government applicable to TC LM are as follows:—

1) Basic Services and Infrastructure Development

This focuses on the provision of and access to basic services by communities living in the Municipality. The Municipality has a mandate to deliver municipal basic services to the community. The services include the provision of sanitation, electricity, roads and storm-water, waste management and public facilities.

2) Spatial Planning and Rationale

The municipality should ensure realisation of harmonious development within the municipal jurisdiction and this is done by implementing the SDF.

3) Financial Viability and Management

The Municipality needs to use financial resources prudently, and according to the priorities and needs of the communities when rendering services. The Municipality must have sound and effective systems, supply chain management, financial risk management, asset management and cash flow management.

4) Local Economic Development

This performance area requires the Municipality to enhance economic growth by implementing the LED Strategy, providing support to SMMEs, ensuring Stakeholder engagements, communication of strategies to stakeholders, provide project support and streamline opportunities to SMMEs.

5) Institutional Development and Transformation

This focuses on improving the capacity of the human resource in the Municipality, it covers a range of issues which includes operational efficiency, skills development & training, Occupational Health & Safety, employee wellness and motivation.

6) Good Governance and Public Participation

This performance area is focused on matters of effective integrated development planning, functionality of stakeholder participation processes, inter-governmental and stakeholder relations including traditional authorities, communication systems, and a mechanism to promote feedback to communities, Batho Pele and Council stability.

TCLM derives its mandate from *Chapter 7, Section 152 (1) of the Constitution* which outlines the objects of local governments. The Constitution states the objects of Local government as follows:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community organisations in the matters of local government.

Based on the aforementioned legislative imperatives of the Municipality, specific goals were derived (as shown in the table 3 below) by the Municipality, which form part of the IDP to ensure that the aforementioned objects as stipulated in Section 152 (1) of the Constitution are achieved.

4. Mid-year Performance Reviews

In line with the PMS Policy as adopted and the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, of 2006, section 28 of the Regulations provides for the quarterly review of performance, as also contained in the annual performance agreements of the senior managers.

The objective of the performance review sessions were to:

- (a) Look service delivery at implementation based on the approved SDBIP;
- (b) Report based on the SDBIP for improved accountability;
- (c) Identify areas of under achievement, remedial action to be taken and to highlight challenges faced.

Performance reviews took place as follows:

DEPARTMENT	DATE OF PERFORMANCE REVIEW	DATE OF COMAF BY INTERNAL AUDIT
Technical & Engineering Services	11 January 2023	20 January 2023
Community Services	11 January 2023	20 January 2023
Corporate Services	12 January 2023	20 January 2023
LED & Planning	13 January 2023	20 January 2023
Finance	20 January 2022	23 January 2023
Office of the Municipal Manager	11 January 2023	20 January 2023

The following are key recommendations made during the performance review sessions held:

- All reporting must be informed by weekly and monthly plans linked to quarterly targets in order to ensure that reporting is done based on clear plans;
- Continuous interaction between the Directors, PMS and the Internal Audit unit must be ongoing during performance audits to ensure that any challenges can be immediately addressed;
- Quarterly management meetings must be held to deal with performance information, ideally before the report is submitted to the Audit Committee and Mayoral Committee;
- The role of Secretaries must be strengthened in the consolidation of monthly and quarterly departmental information;
- Subsequent to the midyear assessment and adjustment budget, certain targets may have to be revised and or improved on to be SMART where after same must be approved by Council;
- Directors must also cascade performance review to the lower levels.

5. Summary of Performance Results for the first half of the 2022/2023 FY (Mid-year)

A summary of the performance of the Municipality in terms of the targets set for the FY2022/2023 is provided in Table 3 below.

When a target is recorded as achieved, it means that target was fully implemented as planned and when a target is recorded as not achieved, it means that the target was not implemented as planned. This will also include targets that were partially achieved. For targets not achieved reasons for non-achievement and remedial actions need to be stated.

Table 3: Summary of Performance Results

KPA	TOTAL INDICATORS	N/A FOR REPORTING AS AT MID-YEAR	TOTAL REPORTED	ACHIEVED	NOT ACHIEVED	% ACHIEVED	% NOT ACHIEVED
Basic Services and Infrastructure Development	15	-	15	8	7	53%	47%
Good Governance & Public Participation	16	1	15	13	2	87%	13%
Municipal Transformation and Institutional Development	10	3	7	6	1	86%	14%
Local Economic Development	3	-	3	2	1	67%	33%
Spatial Planning & Rationale	5	-	5	1	4	20%	80%
Financial Viability & Management	12	1	11	9	2	82%	18%
TOTAL	61	5	56	39	17	70%	30%

The table above depicts the number of targets achieved and targets not achieved. The total of 56 targets in Top Layer of the SDBIP were reported on. Thus 39 out of 56 targets were achieved, which translates to 70% of the Mid-year targets being achieved. The not achieved targets were 17 out of the 61 and this translates to 30% of the targets not achieved.

6. Detailed breakdown of Performance Results for the first half of the 2022/2023 FY (Mid-year):

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Water	Installation of Boreholes at Thaba Chweu Local Municipality	Ward 1, 2, 3, 4, 8, 11, 12, 13 & 14 (Speekboom, Brondal, Bulkop, Goudehoo p, Boschfontein, Matibidi, Lydenburg)	Number	Number of boreholes installed in areas around Thaba Chweu Local Municipality	6 Boreholes installed in the areas around Thaba Chweu FY 2021/22	12 Boreholes installed in areas around Thaba Chweu Local Municipality by 30 June 2023	Completion and commissioning of 12 Boreholes (1 Speakboom, 1 Brondal, 1 Bulkop, 1 Goudehoo, 1 Boschfontein, 2 Matibidi, 5 Lydenburg)	Achieved. 12 Boreholes completed and commissioned	N/A	N/A	N/A	Completion Certificate	R 3 781 782,92 (MIG)	R3 379 029,00	Technical & Engineering Services

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STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Water	Installation of Water Reticulation at Coroman del (RDP Section)	Ward 4 (Coroman del - RDP Section)	Number of km	Number of km of Pipeline installed for Water Reticulation at Coroman del (RDP Section) by 30 June 2023	New KPI	1 km of Pipeline installed for Water Reticulation at Coroman del (RDP Section) by 30 June 2023	Appointment of a consultant from the panel of engineers, Designs for the pipelines & Development of terms of reference, advertise ment for appointment of a contractor and site handover	Not Achieved. Consultant from panel of engineers appointed	Designs for pipeline, TOR, Appointment of Contractor & site handover is outstanding	Late sittings of Bid Committees	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertise, Advertise for the contract or, Appointment letter for Contractor, Site handover	R 1 580 628,43 (MIG)	R193 057,00	Technical & Engineering Services
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Installation of Sewer Reticulation at Coroman del (RDP Section)	Ward 4 (Coroman del - RDP Section)	Number of km	Number of km of Pipeline installed for Sewer Reticulation at Coroman del (RDP Section) by 30 June 2023	New KPI	1.5 km of Pipeline installed for Sewer Reticulation at Coroman del (RDP Section) by 30 June 2023	Appointment of a consultant from the panel of engineers, Designs for the pipelines & Development of terms of reference, advertise ment for appointment of a contractor and site handover	Not Achieved. Consultant from panel of engineers appointed	Designs for pipeline, TOR, Appointment of Contractor & site handover is outstanding	Late sittings of Bid Committees	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertise, Advertise for the contract or, Appointment letter for Contractor	R 4 106 157,95 (MIG)	R446 009,33	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Roads	Paving of Main Road in Moremela (Tshirelan)	Ward 9 (Moremela)	Number of km	Number of km of road refurbished at Moremela Morothong-Kanana Street (Tshirelan) by 30 June 2023	New KPI	0.7 km of road + 1 Culvert refurbished at Moremela Morothong-Kanana Street (Tshirelan) by 30 June 2023	Appointment of a consultant from the panel of engineers, Designs for the pipelines & Development of terms of reference, advertise appointment of a contractor and site handover	Achieved. Consultant from panel of engineers appointed. Contractor appointed, site handover conducted	N/A	N/A	N/A	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contract or, Site handover	R 9 887 385,96 (MIG)	R1 216 853,50	Technical & Engineering Services

17
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STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Refurbishment and Upgrading of Sewer Substation at Mashishing Ext. 8 (Phase 1)	Ward 2 (Mashishing Ext 8)	Date	Completion of phase 1 of the refurbishment and upgrading of the Sewer Substation at Mashishing Ext. 8	New KPI	Phase 1 of the refurbishment and upgrading of the Sewer Substation at Mashishing Ext. 8 completed by 30 June 2022	Appointment of a consultant from the panel of engineers. Designs for the pipelines & Development of terms of reference, advertise appointment of a contractor and site handover	Not Achieved. Consultant panel of engineers appointed	Designs for pipelines, Appointment of contractor & site handover outstanding	Late sifting of Bids Committee	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contract or, Site handover	R 14 715 965,572 5 (MIG)	R1 702 418,20	Technical & Engineering Services
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Sanitation	Mashishing Ext 7 Sewer Reticulation	Ward 3 (Mashishing Ext 7)	Number of km	Number of km of Pipeline installed for Sewer Reticulation at Mashishing Ext 7 by 30 June 2023	New KPI	1.5 km of Pipeline installed for Sewer Reticulation at Mashishing Ext 7 by 30 June 2023	Appointment of a consultant from the panel of engineers. Designs for the pipelines & Development of terms of reference, advertise appointment	Achieved. Consultant panel of engineers appointed. Contractor appointed, site handover conducted	N/A	N/A	N/A	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contract	R 3 513 489,947 5 (MIG)	R336 612.52	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Roads	Refurbishment of Voortrekker street at Mashishini / Lydenburg (Phase 3)	Ward 12 & 14 (Lydenburg)	Number of km	Number of km of street refurbished at Voortrekker street at Mashishini / Lydenburg	0,98 KMs of street refurbished at Voortrekker in Lydenburg during 2021/22 FY	0,93 km (2 lane) of street refurbished at Voortrekker street at Mashishini / Lydenburg by 30 June 2022	Appointment of a contractor and site handover	Achieved. Consultant from panel of appointed engineers, Contractor appointed for site handover conducted	N/A	N/A	N/A	Appointment letter for the consultant, Designs, Terms of Reference, Advertise for the contract or, Appointment letter for Contract or, Site handover	R 12 734 450,95 (MIG)	R4 378 150,95	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Electrical	Electrification of Households at Graskop (Hostel)	Ward 10 (Graskop Hostel)	Number	Number of households connected to Grid at Graskop (Hostel)	New KPI	150 Households connected to the Grid at Graskop (Hostel) by 30 June 2023	Appointment of a consultant from the panel of engineers & Development of terms of reference, advertise for the appointment of a contractor and site handover	Achieved. Consultant appointed from panel of Engineers	Appointment of contractor & Site handover is outstanding	Late sitting of Bid Committees	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contractor, Site handover	R 2 777 702 (INEP)	R165 765,00	Technical & Engineering Services
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Electrical	Electrification of Households at Mashishini EXT 108	Ward 2 (Mashishini EXT 8)	Number	Number of households connected to Grid at Mashishini EXT 108	100 Households connected to the Grid at Mashishini during the 2018/19 FY	80 Households connected to Grid at Mashishini EXT 108 by 30 June 2023	Appointment of a consultant from the panel of engineers & Development of terms of reference, advertise for the appointment of a contractor and site handover	Not Achieved. Consultant from panel of engineers appointed, TOR developed, project presented to BSC & Bid Specification Minutes signed by BSC	Appointment of contractor & Site handover is outstanding	Late sitting of Bid Specification Committee	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contractor, Site handover	R 1 481 440 (INEP)	R110 500,00	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Electrical	Electrification of Households at Phola Park	Ward 7 (Phola Park)	Number	Number of households connected to Grid at Phola Park	New KPI	220 Households connected to Grid at Phola Park by 30 June 2023	Appointment of a consultant from the panel of engineers & Development of terms of reference, advertise for the appointment of a contractor and site handover	Not Achieved. Consultation from panel of appointed engineers, TOR developed, project presented to BSC & Bid Specification Minutes signed by BSC members and AMM	Appointment of contractor & Site handover is outstanding	Late sitting of Bid Specification Committee	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contract or, Site handover	R 4 074 146 (INEP)	R111 723,44	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Electrical	Electrification of Households at Nkanini (Phase 3)	Ward 6 (Nkanini)	Number	Number of households connected to Grid at Nkanini (Phase 3)	117 Households connected to the Grid at Nkanini during the 2019/20 FY	190 Households connected to Grid at Nkanini (Phase 3) by 30 June 2023	Appointment of a consultant from the panel of engineers & Development of terms of reference, advertise for the appointment of a contractor and site handover	Not Achieved. Consultant panel of engineers appointed, TOR developed, project presented to BSC & Bid Specification signed by BSC members and AMM	Appointment of contractor & Site handover is outstanding	Late sitting of Bid Specification Committee	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contractor, Site handover	R 3 518 420 (INEP)	R200 000,00	Technical & Engineering Services
Provide access to quality services in line with council mandate	Basic Services and Infrastructure Development	Electrical	Electrification of Households at Manjenje	Ward 5 (Manjenje)	Number	Number of households connected to Grid at Manjenje	New KPI	220 Households connected to Grid at Manjenje by 30 June 2023	Appointment of a consultant from the panel of engineers & Development of terms of reference, advertise for the appointment of a contractor and site handover	Achieved. Consultant appointed from panel of Engineers	Appointment of contractor & Site handover is outstanding	Late sitting of Bid Committee	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contractor, Site handover	R 4 074 146 (INEP)	R176 827,50	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Electrical	Electrification of Households at Riverside (Phase 1)	Ward 2 (Mashishin g Riverside)	Number	Number of households connected to Grid at Riverside (Phase 1)	New KPI	220 Households connected to Grid at Riverside (Phase 1) by 30 June 2023	Appointment of a consultant from the panel of engineers & Development of terms of reference, advertise for the appointment of a contractor and site handover	Not Achieved. Consultant from panel of engineers appointed .TOR developed, project presented to BSC & Bid Specification Minutes signed by BSC members and AMM	Appointment of contractor & Site handover is outstanding	Late sitting of Bid Specification Committee	Develop schedule of Bid Committee Meeting that will be adhered to.	Appointment letter for the consultant, Designs, Terms of Reference, Advertisement for the contract or, Appointment letter for Contract or, Site handover	R 4 074 146 (INEP)	R255 563,96	Technical & Engineering Services
Provide access to quality service in line with	Basic Services and Infrastructure Development	Water	Bulk water supply at Northern areas	Ward 8 & 9 (Northern Areas)	Number	Number of Progress reports compiled on the planning processes for the Bulk water	New KPI	4 Progress reports compiled on the planning processes for the Bulk water	2 Progress report compiled on the planning processes for the Bulk	2 Achieved. Progress report compiled on the planning processes for the	N/A	N/A	N/A	Progress reports	R 2 000 000 (DWS)	R 0.00	Technical & Engineering Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
council mandate						supply at the Northern areas		supply at the Northern areas by 30 June 2023	water supply	Bulk water supply							
Provide access to quality service in line with council mandate	Basic Services and Infrastructure Development	Traffic Services	Reports on Traffic fines	Institutional	Number	Number of Traffic fines reports compiled	New KPI	12 Traffic fines reports compiled by 30 June 2022	6 Traffic fines reports compiled	Achieved. 6 Traffic fines reports compiled	N/A	N/A	N/A	Traffic fines reports compiled	Opex	Opex	Community Services
To promote good governance and public participation	Good Governance & Public Participation	Transversal	Transversal Programmes	All wards	Number	Number of Transversal programmes held	9 Transversal programmes held in 2021/22 FY	4 Transversal programmes held by 30 June 2023	1 Transversal programme held on Women empowerment & 1 Transversal programme held on Disability awareness campaign	1 Achieved. Transversal programme held on Women empowerment & 1 Transversal programme held on Disability awareness	N/A	N/A	N/A	Invites, Programmes, Attendance Register	R 400 000 (TCLM)		Community Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	Transversal	Gender Based Violence (GBV) Programmes	All wards	Number	Number of Gender Based Violence (GBV) programmes held	2 Gender Based Violence (GBV) programmes held in 2021/22 FY	2 Gender Based Violence (GBV) programmes held by 30 June 2023	1 Gender Based Violence (GBV) Dialog held in Coroman del	Achieved. 1 Gender Based Violence (GBV) Dialog held at Coroman del	N/A	N/A	N/A	Invites, Programmes, Attendance Registers	R 200 000 (TCLM)	R 0.00	Community Services
To promote good governance and public participation	Good Governance & Public Participation	HIV/AIDS	Civil Society meetings	All wards	Number	Number of Civil Society meetings held in TCLM	3 Civil Society meetings held in 2021/22 FY	4 Civil Society meetings held in TCLM by 30 June 2023	1 Civil society meeting held at Lydenburg/ Mashishing & 1 Civil society meeting at Sabie	Achieved. 1 Civil society meeting held at Lydenburg/ Mashishing & 1 Civil society meeting at Sabie	N/A	N/A	N/A	Invites, Programmes, Attendance Registers	R 100 000 (TCLM)	R 101 036,98	Community Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	HIV/AIDS	Local Aids Council meetings	All wards	Number	Number of LAC meetings held in Lydenburg / Mashishin	3 LAC meetings held in 2021/22 FY	4 LAC meetings held by in Lydenburg / Mashishin g by 30 June 2023	2 LAC meetings held at Lydenburg g/ Mashishin g	Achieved. 2 LAC meetings held at Lydenburg g/ Mashishin g	N/A	N/A	N/A	Invites, Program mes, Attendan ce Registers	R 200 000 (TCLM)	R198 499,94	Community Services
To promote good governance and public participation	Good Governance & Public Participation	Good Governance	IDP Process Plan	Institutional	Number	Number of IDP/Budg et Process Plan phases implemented	IDP 2021/22	4 IDP/Budg et Process Plan phases implemented by 30 June 2023	Process Plan Approved and Analysis/ Preparati on Phase Started & Analysis Phase complete d, strategic phase started & Transition al Report compiled	Achieved. Process Plan Approved and Analysis/ Preparati on Phase Started & Analysis Phase complete d, strategic phase started & Transition al Report compiled	N/A	N/A	Process plan, council resolutions, strategic planning report	Opex	Opex	LED & Planning	
To promote good governance and public participation	Good Governance & Public Participation	Good Governance	Ordinary Audit Committee Meetings	Institutional	Number	Number of Ordinary Audit Committee meetings held	4 Audit Committee meetings	4 Ordinary Audit Committee meetings held by 30 June 2023	1 AC meeting held dealing with 4th quarter of 2120/22 FY & 1 AC meeting	Achieved. 2 AC meeting held	N/A	N/A	Agendas, Attendance registers, Minutes with resolution register	Opex	Opex	Office of the Municipal Manager	

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	Good Governance	Organizational Performance Reports	Institutional	Number	Number of organizational performance reports compiled	7 Organizational performance reports compiled in 2021/22 FY	7 Organizational performance reports compiled by 30 June 2023	2 Reports (2021/22 4th quarter & Annual Performance Report) & 1 Report (1st Quarter Performance Report)	Achieved. 3 Performance reports compiled	N/A	N/A	N/A	Reports	Opex	Opex	Office of the Municipal Manager
To promote good governance and public participation	Good Governance & Public Participation	Good Governance	Individual assessment Section Managers	Institutional	Number	Number Formal Section 56/57 Evaluation assessments conducted	2 Formal Section 56/57 Evaluation assessments	2 Formal Section 56/57 Evaluation assessments conducted by 30 June 2023	N/A	N/A	N/A	N/A	N/A	N/A	Opex	Opex	Office of the Municipal Manager

27
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STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	Good Governance	Risk Management Committee (RMC) Meetings	Institutional	Number	Number of Risk Management Committee Meetings held	4 Risk Management Committee Meetings	4 Risk Management Committee Meetings held by 30 June 2023	1 RMC meeting held dealing with 4th quarter of 2021/22 FY & 1 RMC meeting held dealing with 1st quarter of 2022/23 FY	Achieved. 2 RMC meetings held	N/A	N/A	N/A	Agendas, Attendance registers, Minutes with resolution register	Opex	Opex	Office of the Municipal Manager
To promote good governance and public participation	Good Governance & Public Participation	Public Participation & Political Support	Ward Committee Meetings	All wards	Number	Number of Ward Committee Meetings held	41 Ward Committee Meetings	168 Ward Committee Meetings held by 30 June 2023	84 Ward Committee Meetings (6 per Ward Committee)	Not Achieved. 38 Ward Committee Meetings held	46 Ward Committee Meetings outstanding	Ward councils are not conducting meetings	Speak to arrange meetings with ward councillors, to address the issue of the non sitting of Ward Committee meetings	Agendas, Attendance registers, Minutes	Opex	Opex	Office of the Municipal Manager

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	Public Participation & Political Support	Ward Community Meetings	All wards	Number	Number of Ward Community Meetings held	40 Ward Community Meetings	56 Ward Community Meetings held by 30 June 2023	28 Ward Community Meetings	Achieved. 28 Ward Community Meetings held	N/A	N/A	N/A	Agendas, Attendance registers, Minutes	Opex	Opex	Office of the Municipal Manager
To promote good governance and public participation	Good Governance & Public Participation	Public Participation & Political Support	Mayoral Imbizos	All wards	Number	Number of Mayoral Imbizos held	No Mayoral Imbizos held in the 2021/22 FY	4 Mayoral Imbizos held by 30 June 2023	2 Mayoral Imbizos	Not Achieved. 1 Mayoral Imbizo held	1 Mayoral Imbizo outstanding	Other programmes and meetings disturbed the planning of the office of the EM	The office should plan mayoral imbizos in advance so that even if there is other programmes or meetings that needs the attention of the Mayor the Mayoral Imbizo should	Opex	Opex	Office of the Municipal Manager	

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	Good Governance & Public Participation	Council Meetings	Institutional	Number	Number of Ordinary & Special Council Meetings held	4 Ordinary Council Meetings & 6 Special Council meetings held in the 2021/22 FY	4 Ordinary Council Meetings & 3 Special Council meetings held by 30 June 2023	2 Ordinary Council Meetings held	Achieved. 2 Ordinary Council Meetings held	N/A	N/A	N/A	Agendas, Attendance registers, Minutes	Opex	Opex	Corporate Services
To promote good governance and public participation	Good Governance & Public Participation	Good Governance & Public Participation	Mayoral Committee Meetings	Institutional	Number	Number of Mayoral Committee Meetings held	4 Ordinary Mayoral Committee Meetings and 2 Special Mayoral Committee Meetings held in the	4 Mayoral Committee Meetings held by 30 June 2023	2 Mayoral Committee Meetings held	Achieved. 2 Mayoral Committee Meetings held	N/A	N/A	N/A	Agendas, Attendance registers, Minutes	Opex	Opex	Corporate Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
To promote good governance and public participation	Good Governance & Public Participation	Good Governance & Public Participation	Section 80 Council Committees Meetings	Institutional	Number	Number of Section 80 committee Meetings held	12 Section 80 Committee Meetings held in the 2021/22 FY	12 Section 80 Committee meetings held by 30 June 2023	6 Section 80 Committee meetings	Achieved. 6 Section 80 Committee meetings held	N/A	N/A	N/A	Agendas, Attendance registers, Minutes	Opex	Opex	Corporate Services
To promote good governance and public participation	Good Governance & Public Participation	Good Governance & Public Participation	MPAC Meetings	Institutional	Number	Number of MPAC Quarterly Meetings held	5 MPAC Meetings held in the 2021/22 FY	4 MPAC Quarterly Meetings held by 30 June 2023	2 MPAC Meetings	Achieved. 2 MPAC Meetings held	N/A	N/A	N/A	Agendas, Attendance registers, Minutes	Opex	Opex	Corporate Services
Improve institutional transformation and resource	Municipal Transformation and Institutional	Municipal Transformation and Institutional	Implementation of Workplace Skills Plan in terms of the PDPs	Institutional	Number	Number of Skills Development Programmes implemented in terms of PDPs	14 Skills Development Programmes implemented in the	13 Skills Development Programmes implemented in terms of PDPs by 30 June 2023	7 Skills Development Programmes implemented	Not Achieved. 2 Skills Development Programmes	5 Skills Development programmes outstanding	Delay in the appointment of Panel Service	Finance to fast track the appointment of Panel	Acceptance letters from training institutions, Attendance	R 1 500 000 000 (TCLM)	R 404 903,37	Corporate Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Improve management	Development	Development					2021/22 FY			implemented		Providers to offer training still in progress	of Service Providers	ce registers, training program mes/ timetable			Corporate Services
Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Training and Capacity building for councillors	Institutional	Number	Number of Skills Development Programmes implemented for the training and capacity building of Councillors	1 Skills Development Programme implemented in the 2021/22 FY	2 Skills Development Programmes implemented for the training and capacity building of Councillors by 30 June 2023	2 Skills Development Programme implemented for the training and capacity building of Councillors	Achieved. 2 Skills Development Programme implemented for the training and capacity building of Councillors	N/A	N/A	N/A	Acceptance letters from training institutions, Attendance registers, training program mes/ timetable			Corporate Services
Improve institutional transformation and resources management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Employee Assistance Programme	Institutional	Number	Number of programmes implemented as part of the Employee Wellness Programme	2 Employee Wellness Programmes in the 2021/22 FY	2 Programmes implemented as part of the Employee Wellness Programme by 30 June 2023	1 Programme implemented as part of the Employee Wellness Programme	Achieved. 1 Programme implemented as part of the Employee Wellness Programme	N/A	N/A	N/A	Invite, Attendance register		Opex	Corporate Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Improve institutional transformation and resource management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Alignment of Organogram to IDP	Institutional	Date	Tabling of reviewed organisational structure in line with the IDP to Council for approval	2022/23 Organogram was tabled to Council on 28 May 2022	2022/23 Reviewed organisational structure in line with the IDP tabled to Council for approval by 31 May 2023	N/A	N/A	N/A	N/A	N/A	N/A	Opex	Opex	Corporate Services
Improve institutional transformation and resource management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Development of (WSP)	Institutional	Date	Submission of the WSP to LGSETA	2021/22 WSP was submitted to LGSETA on 30 April 2022	2022/23 WSP submitted to LGSETA by 30 April 2023	N/A	N/A	N/A	N/A	N/A	N/A	Opex	Opex	Corporate Services
Improve institutional transformation and resource management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Development of Annual Training Report (ATR)	Institutional	Date	Submission of the ATR to LGSETA	2021/22 ATR was submitted to LGSETA on 30 April 2022	2022/23 ATR submitted to LGSETA by 30 April 2023	Progress Report on implementation of the Annual Training Programmes	Achieved. Progress Report on implementation of the Annual Training Programmes compiled	N/A	N/A	N/A	Narrative progress reports, ATR, Acknowledgement for submission	Opex	Opex	Corporate Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Improve institutional transformation and resource management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	Employment Equity Report	Institutional	Date	Submission of the EE report to the Department of Labour	2021/22 EE Report was submitted to Department of Labour 15 Jan 2022	2022/23 EE Report submitted to Department of Labour by 15 Jan 2023	N/A	N/A	N/A	N/A	N/A	N/A	Opex	Opex	Corporate Services
Improve institutional transformation and resource management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	LLF Sittings	Institutional	Number	Number of LLF Sittings held	5 LLF Sittings held in the 2021/22 FY	4 LLF Sittings held by 30 June 2023	2 LLF Sittings held	Achieved. 2 LLF Sittings held	N/A	N/A	N/A	Agendas, Attendance Register, Minutes	Opex	Opex	Corporate Services
Improve institutional transformation and resource management	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	4 OHS Committee Meetings	Institutional	Number	Number of OHS Committee Meetings held	4 OHS Committee Meetings	4 OHS Committee Meetings held by 30 June 2022	2 OHS Committee Meetings held	Achieved. 2 OHS Committee Meetings held	N/A	N/A	N/A	Invitations, Agendas, Attendance registers, Minutes	Opex	Opex	Corporate Services
Improve institutional transformation	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	OHS Workshop	Institutional	Number	Number of OHS Workshops held	4 OHS Workshops	4 OHS Workshops held (Lydenburg, Sable, Sg & 1)	1 OHS Workshop held in Lydenburg & 1	Achieved. 1 OHS Workshop held in Lydenburg	N/A	N/A	N/A	Invitation, Training pack, Attendance	Opex	Opex	Corporate Services

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTS DEPARTMENTS
Enhance economic development and growth	Institutional Development	Institutional Development	Stakeholder engagement and communication strategies to stakeholders	All Wards	Number	Number of LEDF meetings held	4 LEDF meetings held in the 2021/22 FY	4 LEDF meetings held by 30 June 2023	2 LEDF meetings	Achieved. 2 LEDF meetings held	N/A	N/A	N/A	Agendas, minutes, attendance registers	Opex	Opex	LED & Planning
Enhance economic development and growth	Institutional Development	Local Economic Development	Implementation of LED Strategy	All Wards	Number	Number of LED Strategy implementation programmes in TCLM	Reviewed 2021/22 FY LED Strategy	4 LED Strategy implementation programmes in TCLM by 30 June 2023	Facilitate information sharing for SMMEs on business opportunities & 1 meeting held with identified stakeholder to present the local enterprise development hub concept	Achieved. Information sharing session for SMMEs on business opportunities & 1 meeting held with identified stakeholder to present the local enterprise development	N/A	N/A	N/A	Invites, Programmes, attendance register	Opex	Opex	LED & Planning

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Enhance economic development and growth	Local Economic Development	Local Economic Development	Heritage & History Focused Tourism Project Support (Gustav Museum)	Lydenburg (Ward 12)	Number	Number of Heritage & History focused tourism project supported (Gustav Museum)	12 signage boards procured in the 2021/22 FY	1 Heritage & History focused tourism project supported (Gustav Museum) by 30 June 2023	Development of Specification, Send request for quotation to SCM for the procure of Gustav Museum signage board & Installation of Gustav Museum signage board	Not Achieved. No signage board installed at Gustav museum	Gustav Museum signage board & Installation of Gustav Museum signage board not done	Difference in the project naming prevented the budget section to certify budget allocation for procurement	Do correction of the project name during budget adjustment	Specification, Memo - Send Request for quotation, Purchase order, Report with before & after pictures	R 100 000 (TCLM)	R 0.00	LED & Planning

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	DEPARTMENTS
Realisation of harmonious development within the municipal jurisdiction	Spatial Planning & Rationale	Spatial Planning & Rationale	SPLUM Tribunal Meetings	Institutional	Number	Number of SPLUM Tribunal meeting held	New KPI	4 SPLUM Tribunal meetings held by 30 June 2023	2 SPLUM Tribunal meetings held	Not Achieved. No SPLUM Tribunal meetings held	2 SPLUM Tribunal meetings outstanding	Applications were dealt by LDO, No applications received for MPT	Improve planning processes	Agendas, Attendance registers, Reports	R 100 000 (TCLM)	R 0.00	LED & Planning
Realisation of harmonious development within the municipal jurisdiction	Spatial Planning & Rationale	Spatial Planning & Rationale	Reviewal of the SDF	Institutional	Number	Number of SDFs reviewed	New KPI	1 SDF reviewed by 30 June 2023	Development of TOR and Appointment of Service Provider Draft inception report (inclusive of work plan)	Not Achieved. TOR developed.	Appointment of Service Provider & Draft inception report outstanding	Appointment of panel of consultants has not yet been finalised	Make an Urgent follow up with CFO	TOR, Appointment letter, Draft Inception report	R 800 000 (TCLM)	R 0.00	LED & Planning
Realisation of harmonious development within the municipal	Spatial Planning & Rationale	Spatial Planning & Rationale	Rectification of land parcels (subdivision/consolidation/rezoning)	All wards	Number	Number of Ervens subdivided/consolidated/rezoned in TCLM	10 erven subdivided/consolidated/rezoned in the 2021/22 FY	20 erven subdivided/consolidated/rezoned in TCLM by 30 June 2023	Development of TOR & appointment of service provider	Achieved. TOR developed. Service provider appointed	N/A	N/A	N/A	TOR, Appointment letter	R 2 000 000 (TCLM)	R 0.00	LED & Planning

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Realisation of harmonious development within the municipal jurisdiction	Spatial Planning & Regulation	Spatial Planning & Regulation	Thaba Chweu Cemetery Planning and Land Surveying - Phase 3	Graskop (Ward 10), Harmony Hill (Ward 7)	Number	Number of graves pegged at Graskop & Harmony Hill Cemetery	1000 pegged graves at Mashishi Cemeter for the 2021/22 FY	300 Graves pegged at Graskop & Harmony Hill Cemetery by 30 June 2023	Development of TOR & appointment of service provider	Not Achieved. TOR developed	Appointment of Service Provider is outstanding	Appointment of panel of consultants has not yet been finalised	Make an Urgent follow up with CFO	TOR, Appointment letter	R 600 000 (TCLM)	R 0.00	LED & Planning
Realisation of harmonious development within the municipal jurisdiction	Spatial Planning & Regulation	Spatial Planning & Regulation	Development of Building Control Management System (Phase 1)	Institutional		Number of Building Control Management Systems developed	New KPI	1 Building Control Management System developed by 30 June 2023	Development of TOR and Appointment of Service Provider & Draft Reconciliation report	Not Achieved. TOR developed	Appointment of Service Provider & Draft inception report outstanding	Appointment of panel of consultants has not yet been finalised	Make an Urgent follow up with CFO	TOR, Appointment letter, Draft Reconciliation report	R 450 000 (TCLM)	R 0.00	LED & Planning

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Increase revenue base and financial viability	Financial Viability & Management	Budget & Reporting	Section 71 Reports	Institutional	Date	Submission of Section 71 Reports 10 Working days after the end of each month to the Executive Mayor	12 Section 71 Reports compiled in the 2021/22 FY	12 Section 71 Reports submitted to the Executive Mayor after 10 Working days of each month by 30 June 2023	6 Section 71 Reports	Achieved. 6 Section 71 Reports compiled	N/A	N/A	N/A	Proof of submission on to EM	Opex	Opex	Finance
Increase revenue base and financial viability	Financial Viability & Management	Budget & Reporting	Section 52D Reports	Institutional	Date	Submission of Section 52D Reports 30 days after the end of each quarter to the Executive Mayor	4 Section 52D Reports compiled in the 2021/22 FY	4 Section 52D Reports submitted to the Executive Mayor after 30 days of each quarter by 30 June 2023	2 Section 52D Reports	Achieved. 2 Section 52D Reports compiled	N/A	N/A	N/A	Reports, Council Resolution	Opex	Opex	Finance
Increase revenue base and financial viability	Financial Viability & Management	Budget & Reporting	Section 72 Report	Institutional	Date	Submission of Section 72 Report to Executive Mayor & Treasury by 25 Jan 2023	2021/22 Section 72 Report submitted to the Executive Mayor & Treasury on 25	Section 72 Report submitted to Executive Mayor & Treasury by 25 January 2023	N/A	N/A	N/A	N/A	N/A	N/A	Opex	Opex	Finance

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Increase revenue base and financial viability	Financial Viability & Management	Budget & Reporting	Approval of Annual Budget	Institutional	Date	Tabling of 2023/24 Annual Budget to Council for approval by 31 May 2023	2022/23 Annual Budget	2023/24 Annual Budget tabled to Council for approval by 31 May 2023	Approval of Budget process plan (31 August 2022)	Achieved. Budget process plan approved	N/A	N/A	N/A	Budget process plan, Draft budget items, Final budget items, Council resolutions	Opex	Opex	Finance
Increase revenue base and financial viability	Financial Viability & Management	Budget & Reporting	Submission of AFS	Institutional	Date	Submission of 2021/22 AFS to AG for audit purposes by 31 of August 2022	2020/21 AFS	2021/22 AFS Submitted to AG for audit purposes by 31 of August 2022	2021/22 AFS Submitted to AG by 31 August 2022	Achieved. 2021/22 AFS Submitted on 31 August 2022	N/A	N/A	Letter of submission to AGSA	R 2 000 000 (TCLM)	R 155 180,00	Finance	
Increase revenue base and financial viability	Financial Viability & Management	Expenditure	Payment of invoices within 30 Days	Institutional	Percentage	% of Invoices paid within 30 days	85% of invoices paid within 30 days for the 2021/22 FY	85% of Invoices paid within 30 days by June 2023	85% (# of invoices received/ # of invoices paid within 30 days) of Invoices	Achieved. 85% of Invoices paid within 30 days	N/A	N/A	Supplier's Payment Register	Opex	Opex	Finance	

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Increase revenue base and financial viability	Financial Viability & Management	Revenue Enhancement	Billing Reports	Institutional	Number	Number of Monthly billing reports compiled	12 Billing reports compiled in the 2021/22 FY	12 Monthly billing reports compiled by 30 June 2023	6 Billing reports paid within 30 days	Achieved. 6 Billing reports compiled	N/A	N/A	N/A	Billing Reports	Opex	Opex	Finance
Increase revenue base and financial viability	Financial Viability & Management	Revenue Enhancement	Monitoring of Collection Rate	Institutional	Percentage	% of Monthly Collection Rate achieved	77% Average Collection Rate achieved in the 2021/22 FY	85% Monthly Collection Rate achieved by 30 June 2023	85% Monthly Collection Rate	Not Achieved. Collection rate July = 70%, August = 80%, Sept = 21%, Oct = 62%, Nov = 88%, Dec = 0%	Collection rate deviation July = 15%, Aug = 5%, Sept = 64%, Oct = 23%, Nov = 3%, Dec = 85%	Culture of non payment by Communities	Create awareness of the implementation of Credit Control & debt Management Policy	Collection Rate Reports	Opex	Opex	Finance

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Increase revenue base and financial viability	Financial Viability & Management	Revenue Enhancement	Implementation of Revenue enhancement strategy	Institutional	Number	Number of status reports on the implementation of the Revenue enhancement strategy	4 Status reports compiled in 2021/22 FY	4 Status reports on the implementation of the Revenue enhancement strategy by 30 June 2023	2 Status reports on implementation of Revenue enhancement strategy	Not Achieved. No Status report on implementation of Revenue enhancement strategy	2 Status reports outstanding	No reasons for deviation provided by the department	No means to improve performance provided by the department	Status reports	Opex	Opex	Finance
Increase revenue base and financial viability	Financial Viability & Management	Supply Chain Management	Implementation of the Supply Chain Management Policy	Institutional	Date	Submission of SCM Policy implementation reports 10 days after the end of each quarter to the Executive Mayor	4 SCM Reports compiled in the 2021/22 FY	4 SCM Policy implementation reports 10 days after the end of each quarter to the Executive Mayor by 30 June 2023	2 SCM Policy implementation reports	Achieved. 2 SCM Policy implementation reports compiled	N/A	N/A	N/A	SCM Reports, Submission letter to the Executive Mayor	Opex	Opex	Finance
Increase revenue base and financial viability	Financial Viability & Management	Revenue Enhancement	Implementation of the Budget Funding Plan (BFP)	Institutional	Number	Number of progress reports tabled to the Council on the implementation of the BFP	New KPI	4 Progress reports tabled to the Council on the implementation of the BFP by 30 June 2023	2 Progress reports tabled to the Council on the implementation of the BFP	Achieved. 2 Progress reports tabled to the Council on the implementation of the BFP	N/A	N/A	N/A	Progress, Council resolutions	Opex	Opex	Office of the Municipal Manager

STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA	FOCUS AREA	PROJECT NAME	LOCATION	UNIT OF MEASUREMENT	PERFORMANCE INDICATOR(S)	BASELINE	ANNUAL TARGET 2021/22 FY	PLANNED MID-YEAR PERFORMANCE	ACTUAL MID-YEAR PERFORMANCE	DEVIATIONS	REASONS FOR DEVIATION	MEANS TO IMPROVE PERFORMANCE	MEANS OF VERIFICATION	BUDGET	ACTUAL EXPENDITURE AS AT 31 DECEMBER 2022	IMPLEMENTING DEPARTMENTS
Increase revenue base and financial viability	Financial Viability & Management	Revenue Enhancement	Implementation of Financial Recovery Plan	Institutional	Number	Number of Progress reports on the implementation of Financial Recovery Plan	12 Progress reports on the implementation of Financial Recovery Plan submitted in the 2021/22 FY	12 Progress reports on the implementation of Financial Recovery Plan by 30 June 2023	6 Status reports compiled on the implementation of Financial Recovery Plan	Achieved. 6 Status reports compiled on the implementation of Financial Recovery Plan	N/A	N/A	N/A	Reports	Opex	Opex	Finance


7. Conclusion

During the first two quarters of the financial year challenges were experienced with the timely submission of performance information to ensure a complete audit of performance information, reported achievement were not supported or inadequately supported by relevant POEs.

Continuous interaction with Directors to deal with any discrepancies or uncertainties identified in submitted reports will remain an ongoing process to continuously improve and better the quality and content of both the performance information reports as well as the portfolios of evidence as the mode of information verification.

Concluding remarks by the Accounting Officer:

Mid-year Performance results should be considered during the adjustment of the 2022-2023 FY SDBIP.



Mr. M.P. Mankga
Acting Municipal Manager

25/01/2023
Date