

BELA-BELA LOCAL MUNICIPALITY

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OFFICE OF THE MUNICIPAL MANAGER

QUALITY CERTIFICATE

Sello Michael Mafhubela, the municipal manager of Bela-Bela Local

Municipality, hereby certify that:

(Mark as appropriate)

- Quarterly report on the implementation of the budget and financial state affairs of the municipality
- Mid-year budget and performance assessment

For the month of December of 2020

has been prepared in accordance with the Municipal Finance Management Act and regulations made under that Act.

Name Bela-Bela Local Municipality LIM 366
Municipal manager of (name and demarcation code of municipality)

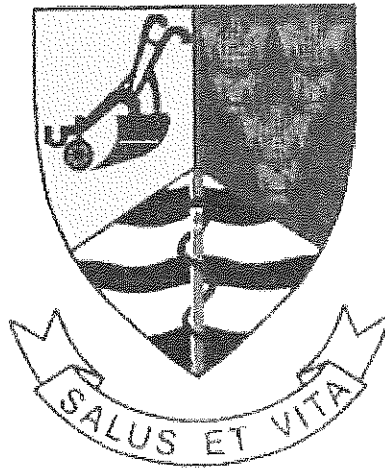
Signature [Handwritten Signature]

Date 25/01/2021

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BELA-BELA LOCAL MUNICIPALITY



MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT REPORT 2020/2021

**Compiled in terms of Section 72 of the Local Government:
Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)
and Schedule C (In-Year Reports of Municipalities) of the Municipal
Budget and Reporting Regulations**

ACRONYMS AND TERMS

The report contains information which is at times presented in abbreviations and terms, therefore for the purpose of this report the terms and acronyms below bear the following meaning:

| | |
|--------------------------|--|
| IDP | Integrated Development Plan |
| SDBIP | Service Delivery and Budget Implementation Plan |
| MFMA | Municipal Finance Management Act |
| MSA | Municipal Systems Act |
| KPA | Key Performance Area |
| KPI | Key Performance Indicator |
| Annual Target | Planned level of performance for 2019/20 Financial Year |
| Actual Performance | The actual performance from 1 July 2019 to 31 December 2019 |
| First quarter target | Planned level of performance from 1 July to 31 December 2019 |
| Baseline | Status quo at the beginning of 2018/2019 financial year |
| Budget allocated Year | Budget approved in the annual budget for 2019/2020 Financial Year |
| Budget spent | Budget spent in the first half of 2019/2020 financial year |
| Corrective Measures | Steps to be taken to improve performance |
| LED | Local Economic Development |
| MWIG | Municipal Water Infrastructure Grant |
| MIG | Municipal Infrastructure Grant |
| EIA | Environmental Impact Assessment |
| SDF | Spatial Development Framework |
| LUMS | Land Use Management Scheme |
| GIS | Geographical Information System |
| CoGHSTA | Co-operative Governance, Human Settlement & Traditional Affairs |
| BBLM | Bela-Bela Local Municipality |
| RMC | Risk Management Committee |
| AC | Audit Committee |
| AG | Auditor General |
| AFS | Annual Financial Statements |
| PMS | Performance Management System |
| HR | Human Resources |
| LGSETA | Local Government Sector Education and Training Authority |
| OHS | Occupational Health and Safety |
| LLF | Local Labour Forum |
| IGR | Intergovernmental Relations |
| YTD | Year to date |
| CBD | Central Business District |
| DoE | Department of Energy |
| CSS | Community & Social Services |
| TSS | Technical Services |
| PED | Planning & Economic Development |
| BTO | Budget & Treasury Office |
| CS | Corporate Services |

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PART 1: IN-YEAR REPORT

1. Mayor's report

Section 72 of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA), stipulate that 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—

(i) the monthly statements referred to in section 71 for the first half of the financial year;
(ii) the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the 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 (b) submit a report on such assessment to—

(i) the mayor of the municipality;

(ii) the National Treasury; and

(iii) the relevant provincial treasury.

In addition to section 72 stipulated above and as required by Section 34 of the Local Government Municipal Systems Act (MSA), the Municipality has reviewed and approved the 2020/2021 Integrated Development Plan (IDP), approved the 2020/2021 Annual Budget in terms of Section 24 of the Local Government: Municipal Finance Management Act and the Mayor approved the Service Delivery and Budget Implementation Plan (SDBIP) in terms of Section 53 of the Local Government: Municipal Finance Management Act (MFMA No 56 of 2003). The purpose of the aforementioned documents is to provide strategic guidance on the objectives to be implemented by the municipality during the financial year. The documents also present the budget available for the implementation of the said objectives, and set out the targets on when the implementation will take place. As part of regular reporting the Administration is expected to compile reports on the performance of the municipality.

Furthermore, Section 52 (d) of the MFMA requires the Mayor of the Municipality to submit a report to the Municipal Council on the implementation of the budget and the

financial state of affairs of the municipality within 30 days of the end of the quarter. Section 72 of the MFMA further requires the Municipal Manager to assess the performance of the municipality during the first half of the financial year, by the 25th of January each year. This report therefore serves two primary purposes, namely;

1. To reflect on the performance of the municipality for the first half of the financial year. This exercise will enable the municipality to revise the current plans and budget going forward into the next six months, and also inform reprioritisation and funding thereof in the new financial year; and
2. Ensure compliance with the letter and spirit of the MFMA by comparing the actual performance of the municipality with the performance indicators and targets as set out in its 2020/2021 Integrated Development Plan (IDP), Annual Budget and Service Delivery and Budget Implementation Plan (SDBIP) from the 1st of July 2020 to 31 December 2020 which makes the first half of the 2020/2021 Financial Year.

The performance reflected in the report is in terms of the five (6) National Government's Strategic Key Performance Areas for local government, which are as follows:

- Basic Service Delivery;
- Local Economic Development;
- Municipal Institutional Transformation and Development;
- Municipal Financial Viability and Management,
- Good Governance and Public Participation, and
- Spatial Rationale

Even further, these Strategic Key Performance Areas are a component of the bigger national picture of eliminating poverty and reducing inequality as envisioned in the National Development Plan. The Service Delivery and Budget Implementation Plan contained in this report outlines the municipality's contribution to these national imperatives of broadening access to basic services, providing social security in the form of indigent support and increasing investments in infrastructure such as roads and storm water, to name a few.

2. Resolutions

The recommendations dealing with section 72 report of local government as prescribed by Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA) and Schedule C (In-Year Reports of Municipalities) of the Municipal Budget and Reporting Regulations is hereby presented to council. It is recommended:

- a) The Council note the mid-year budget and performance assessment and other supporting documents included in the report in terms of section 72 of the Act.
- b) The Council note the state of affairs for the municipality referred to in section 52(d) of the Act;
- c) The adjustment budget be compiled in terms of section 28 of the MFMA,
- d) That the Municipal Manager submits the Mid-year budget and performance assessment report to the National Treasury and Provincial Treasury.

3. Executive summary

A Service Delivery and Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, are developed annually and continually reviewed. Section 56 Employees are required to sign a Performance Agreement, as prescribed in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to the Municipal Manager, in line with published regulations and/or amendments

Two review sessions are held annually as follows:

- a) A midyear review is conducted in January to assess the relevance of the objectives as well as the Employee's performance against the objectives. The mid-year performance score is used to determine the link to nonfinancial rewards.
- b) A compulsory formal final review is conducted at the end of the financial year i.e. in June (assessment to be conducted in July). The final performance score is used to determine the link to financial and non-financial rewards. A learning plan for the Employee must be developed at the end of the final review

Due to lockdown the audit outcome for financial year 2019/2020 is still outstanding.

As required by MFMA under section 131 (1), Bela-Bela local municipality has developed audit action plan which assisted in addressing issues raised during the 2018/2019 financial year.

Extra effort had already been put in place through establishment of the AGSA action plan committee which seek to address all issues raised by AG. To ensure the committee is effectively discharged; the accounting officer will oversee the committee as the chairperson. Municipality planned to improve the audit outcome in the 2020/2021 financial year and will use the current financial year as the learning curve to any shortcoming experienced.

Mid-year budget performance analysis is depicted below, which outline the overview of operating revenue and expenditure performance for the period July 2020 to December 2020.

| Description | 2019/20 | Budget Year 2020/21 | | | |
|--|-----------------|---------------------|----------------|----------------|------------------------------------|
| | Audited Outcome | Adjusted budget | Monthly actual | Year TD actual | Full Year variance (Spent to date) |
| R thousands | | | | | |
| Total Revenue (excluding capital transfers and contributions) | 380 155 | 462 313 | 62 579 | 231 101 | 50% |
| Total Expenditure | 361 903 | 444 442 | 27 911 | 195 672 | 44% |
| Surplus/(Deficit) | 18 253 | 17 871 | 34 668 | 35 429 | 198% |

Bela-Bela Municipality's projected revenue for the first (6) six months of the financial year is 50% of the annual budget, actual expenditure projects 44% of the annual budget. Expenditure variance is impacted by lockdown because most programmes were deferred.

A fully functional Performance Management System (PMS) has been introduced in the Bela-Bela Local Municipality, consisting of the following elements (or sub systems):

- (1) IDP goals and objectives represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected Council which started just after the beginning of 2018 financial period.
- (2) The IDP indicators and targets are annually aligned to the municipal budget on an activity level (programs and projects) as part of the IDP review process.
- (3) Funded IDP goals, objectives, strategies, programs and projects are annually cascaded down into the municipal Service Delivery and Budget Implementation Plan (SDBIP), where it is translated into annual municipal key performance indicators and targets.
- (4) IDP activities are also cascaded down to Departmental SDBIPs (one for each of the different Departments of the Municipality); a process whereby the responsibility for the implementation of the IDP is aligned with the --
- (5) Annual individual Performance Plans (which is part of the Performance Agreements of the respective section 56 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 56 managers will be evaluated and performance assessed.

The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the approved 2020/2021 SDBIP are assessed and the feedback are reflected in the report in a form of a colour legend. Hence the table below exemplified the assessment methodology utilised.

| Colour Legend | Category | Explanation |
|---------------|------------------------|--|
| | KPI Not Applicable | KPIs with no Targets or Actual results for the selected period |
| | KPI Not Met | Actual vs Target Less than 75% |
| | KPI Almost Met | Actual vs Target between 75% and 100% |
| | KPI Met | Actual vs Target 100% Achieved |
| | KPI Met Well | Actual vs Target More Than 100% and Less Than 150% Achieved |
| | KPI Extremely Met Well | Actual vs Target More Than 150% |

4. In-year budget statements

Bela-Bela local municipality present the in-year budget statement tables below as prescribed by schedule C of the Municipality Budget and Reporting Regulations. The tables depict midyear performance assessment as at 31 December 2020.

Table 1: C1 - Monthly Budget Statement Summary

LIM366 Bela Bela - Table C1 Monthly Budget Statement Summary - M06 December

| Description | 2019/20 | Budget Year 2020/21 | | | | | | | |
|--|-----------------|---------------------|-----------------|----------------|----------------|----------------|-----------------|----------------|--------------------|
| | Audited Outcome | Original Budget | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| R thousands | | | | | | | | | |
| Financial Performance | | | | | | | | | |
| Property rates | 74 792 | 94 479 | 94 479 | 6 325 | 39 963 | 47 240 | (7 277) | -15% | - |
| Service charges | 171 117 | 206 658 | 206 658 | 15 329 | 91 688 | 103 329 | (11 641) | -11% | - |
| Investment revenue | 1 479 | 2 363 | 2 363 | 0 | 74 | 1 182 | (1 108) | -94% | - |
| Transfers and subsidies | 94 606 | 103 274 | 119 389 | 39 670 | 85 241 | 51 637 | 33 604 | 65% | - |
| Other own revenue | 38 161 | 39 424 | 39 424 | 1 255 | 14 134 | 19 712 | (5 578) | -28% | - |
| Total Revenue (excluding capital transfers and contributions) | 380 155 | 446 198 | 462 313 | 62 579 | 231 101 | 223 099 | 8 002 | 4% | - |
| Employee costs | 143 425 | 144 153 | 149 053 | 12 708 | 71 816 | 72 077 | (261) | -0% | - |
| Remuneration of Councilors | 7 074 | 8 235 | 8 235 | 629 | 3 771 | 4 117 | (346) | -8% | - |
| Depreciation & asset impairment | 216 | 33 968 | 33 968 | - | - | 16 984 | (16 984) | -100% | - |
| Finance charges | 4 145 | 12 600 | 12 600 | 30 | 389 | 6 300 | (5 911) | -94% | - |
| Materials and bulk purchases | 125 109 | 142 316 | 146 316 | 8 816 | 64 987 | 71 158 | (6 171) | -9% | - |
| Transfers and subsidies | - | - | - | - | - | - | - | - | - |
| Other expenditure | 81 933 | 82 955 | 94 270 | 5 728 | 54 709 | 41 477 | 13 232 | 32% | - |
| Total Expenditure | 361 903 | 424 227 | 444 442 | 27 911 | 195 672 | 212 113 | (16 442) | -8% | - |
| Surplus/(Deficit) | 18 253 | 21 971 | 17 871 | 34 668 | 35 429 | 10 986 | 24 443 | 223% | - |

Below follows a synopsis of the monthly budget performance, furthermore significant revenue and expenditure variances.

The Municipality performance result for the first half of the 2020/2021 financial period reported a surplus of R35 429 million. The surplus excludes non-cash item of reported original budget of R33.9 million. Despite the depreciation not reported on six-month, Procurement process are in place to procure and intergrade our financial system with assets model which will allow daily recognition/determination of depreciation.

Municipality anticipate achieving at least R17.8 million surpluses by the end of 2020/2021 financial year based on adjusted budget. The overall operating revenue adjusted budget is projected at R462.3 million as compared to year to date budget of R 231.1 million. This resulted in 8.4% year to date budget variance as depicted in the year to date budget summary table above.

NOTABLE MATERIAL VARIANCES OF 10% OR MORE ARE DISCUSSED BELOW

Property rates

Property rates depict year to date budget variance of 15% less based on six-month budget. The overall actual revenue collected against full year budget is depicted at 42%. This variance will be considered as part of the budget adjustment review. The adjustment process will ensure over or under budgeting is avoided by the end of the financial year period.

THE REPORTED VARIANCE ON PROPERTY RATES WAS AS RESULT OF THE FOLLOWING:

This is due to decrease in initial market values of properties arising from the outcome of valuation queries logged by property owners. There are properties that are omitted from the valuation roll and also those that are categorised incorrectly, however, E-valuations (municipal valuers) had continuously been reconciling and verifying our billing data to ensure that every owner is charged rates correctly as per the valuation roll, deeds and property rates policy. As part of 2020/2021 KPIs, Municipality had also developed KPI which seek to address the credibility of the municipal data by constantly conducting data cleansing throughout the year. This will include revenue lost due to shortcoming as explained above. Further to the work being done, this projection will also be reviewed during the adjustment process.

Services charges

Service charges depict variance of 11% less based on estimated six-month budget period. The resulted variance was impacted by electricity and refuse. Electricity projects 24% less when comparing six-month actual against estimated six-month budget. However, on average total actual collected for the first half of the year against full year forecast is projected at an average of 50%.

Investment revenue

The investment income is less by 94% in the first six month of the budget year. This variance will be considered as part of the budget adjustment process. This material variance is unavoidable because of insufficient cash flow emanating from the impact of lockdown. The adjustment process will ensure over or under budgeting is avoided by the end of the financial year period.

Traffic Fines revenue

Material variance of 95% is noted. Municipality had challenges during the process to intergrade traffic fines system to the Municipality financial system. Currently all camera and hand written traffic fines require manually capturing by the licence department before the summary reports can be send to finance department to recognise revenue. Challenges were experience as result of capacity issue under licencing department. Traffic fines annual projection will be reviewed during budget adjustment to ensure realistic budget is achieved at year end.

Other own revenue

Material variance of 76% is made up of, rental of facilities, advertisement, building plans and cemetery bookings among others. The variances for other line item are dependent on consumption level with some being linked to slow economy and lockdown in the country. These items are marked for review during the budget adjustment process.

Employee cost

Employee cost's original budget is depicted at R149 million. The first half of the financial year reported total spending of R71.8 million. Total spent on employee cost is 48% against 2020/2021 annual budget of employee cost.

Remuneration of councillor

Remuneration of councillor is seating at 46% spending when comparing actual against annual budget. The 8% decrease is as result of timing difference in the implementation of upper limit as stipulated in Remuneration of Public Office Bearers Act, 1998 (Act No.20 of 1998). The implementation of upper limit take place just after mid-year assessment review. However, the full year budget is expected to be sufficient to meet the needs of the councillor and it is fully budgeted in accordance to the upper limit as stipulated in Remuneration of Public Office Bearers Act, 1998 (Act No.20 of 1998).

Depreciation and impairment

Although this item is a non-cash item, it is vital for the municipality to budget accurately on the non-cash item as it will relate to future funding to renew assets infrastructure. Detail assessment will be made on the asset's infrastructure during the adjustment process to ensure all assets are depreciated in accordance to GRAP standard and all mSCOA requirements are met. This will be followed by plan to determine full six-month depreciation when compiling half yearly AFS.

Material bulk purchases

Material and bulk purchases projects 44% spending in the first half of the year against annual budget. Monitoring will continue to take place during the remainder of the financial year to ensure there is no over spending which can result in unauthorised expenditure.

Table 2: C2-Monthly Budget Statement - Financial Performance (Standard classification)

LIM366 Bela Bela - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - M06 December

| Description | Ref | 2019/20 | | Budget Year 2020/21 | | | | | | |
|--|----------|-----------------|-----------------|---------------------|----------------|----------------|----------------|-----------------|----------------|--------------------|
| | | Audited Outcome | Original Budget | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| R thousands | 1 | | | | | | | | | |
| Revenue - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 180 913 | 219 619 | 235 434 | 47 125 | 130 212 | 109 809 | 20 403 | 19% | -- |
| Executive and council | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Finance and administration | | 180 913 | 219 619 | 235 434 | 47 125 | 130 212 | 109 809 | 20 403 | 19% | -- |
| Internal audit | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| <i>Community and public safety</i> | | 22 990 | 5 900 | 5 900 | (365) | 6 269 | 2 950 | 3 318 | 112% | -- |
| Community and social services | | 1 361 | 612 | 612 | (365) | 224 | 306 | (82) | -27% | -- |
| Sport and recreation | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Public safety | | 21 629 | 5 289 | 5 289 | -- | 6 044 | 2 644 | 3 400 | 129% | -- |
| Housing | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Health | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| <i>Economic and environmental services</i> | | 9 717 | 26 761 | 27 061 | 916 | 9 482 | 13 380 | (3 899) | -29% | -- |
| Planning and development | | 410 | 2 289 | 2 589 | 33 | 260 | 1 144 | (884) | -77% | -- |
| Road transport | | 9 307 | 24 472 | 24 472 | 882 | 9 222 | 12 236 | (3 014) | -25% | -- |
| Environmental protection | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| <i>Trading services</i> | | 197 409 | 271 413 | 268 013 | 20 245 | 105 189 | 135 706 | (30 517) | -22% | -- |
| Energy sources | | 119 558 | 165 334 | 161 934 | 10 417 | 57 667 | 82 667 | (25 000) | -30% | -- |
| Water management | | 49 576 | 74 884 | 74 884 | 7 534 | 30 485 | 37 442 | (6 958) | -19% | -- |
| Waste water management | | 19 145 | 21 027 | 21 027 | 1 540 | 11 638 | 10 513 | 1 125 | 11% | -- |
| Waste management | | 9 129 | 10 167 | 10 167 | 754 | 5 400 | 5 094 | 316 | 6% | -- |
| <i>Other</i> | 4 | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Total Revenue - Functional | 2 | 411 029 | 523 693 | 536 408 | 67 921 | 251 152 | 261 846 | (10 695) | -4% | -- |
| Expenditure - Functional | | | | | | | | | | |
| <i>Governance and administration</i> | | 136 695 | 153 380 | 155 380 | 8 944 | 66 659 | 76 690 | (10 031) | -13% | -- |
| Executive and council | | 9 629 | 10 871 | 10 871 | 940 | 5 507 | 6 435 | 71 | 1% | -- |
| Finance and administration | | 124 534 | 139 917 | 141 917 | 7 783 | 59 793 | 69 959 | (10 165) | -15% | -- |
| Internal audit | | 2 532 | 2 592 | 2 592 | 220 | 1 358 | 1 296 | 62 | 6% | -- |
| <i>Community and public safety</i> | | 35 849 | 33 454 | 44 369 | 4 695 | 28 906 | 16 727 | 12 180 | 73% | -- |
| Community and social services | | 15 421 | 16 433 | 27 299 | 1 687 | 8 329 | 8 217 | 112 | 1% | -- |
| Sport and recreation | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Public safety | | 20 429 | 17 021 | 17 071 | 3 608 | 20 577 | 8 510 | 12 067 | 142% | -- |
| Housing | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Health | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| <i>Economic and environmental services</i> | | 19 832 | 50 062 | 50 462 | 1 601 | 10 761 | 25 031 | (14 270) | -57% | -- |
| Planning and development | | 11 664 | 14 691 | 15 091 | 1 029 | 6 084 | 7 345 | (1 261) | -17% | -- |
| Road transport | | 8 168 | 35 372 | 35 372 | 572 | 4 677 | 17 686 | (13 009) | -74% | -- |
| Environmental protection | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| <i>Trading services</i> | | 169 526 | 187 331 | 194 231 | 12 671 | 89 346 | 93 665 | (4 320) | -5% | -- |
| Energy sources | | 117 622 | 135 923 | 135 923 | 8 729 | 63 922 | 67 962 | (4 040) | -6% | -- |
| Water management | | 25 648 | 19 261 | 24 161 | 2 308 | 11 896 | 9 631 | 2 265 | 24% | -- |
| Waste water management | | 12 384 | 14 711 | 16 711 | 803 | 6 306 | 7 355 | (1 050) | -14% | -- |
| Waste management | | 13 872 | 17 436 | 17 436 | 830 | 7 223 | 8 718 | (1 495) | -17% | -- |
| <i>Other</i> | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Total Expenditure - Functional | 3 | 361 903 | 424 227 | 444 442 | 27 911 | 195 672 | 212 113 | (16 442) | -8% | -- |
| Surplus/ (Deficit) for the year | | 49 126 | 99 466 | 91 966 | 40 010 | 55 480 | 49 733 | 5 747 | 12% | -- |

The tables above depict year to date variances which are based on the full year budget versus full year actuals.

Based on the year to date expenditure variance, it projects that, Governance and administration and Economic and environmental services actual spending for six-month budget are having a variance of 13% and 57% respectively. The reported variance on the first half of the financial year depicts that, less projects and programmes were deferred due to lockdown. Despite the cash flow issues experienced, management ensured service delivery areas are not affected hence pending on trading services variance is within acceptable variance.

Table 3: C3-Monthly Budget Statement - Financial Performance (Vote classification)

LIM366 Bela Bela - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - M06 December

| Vote Description | Ref | Budget Year 2020/21 | | | | | | | | |
|--|-----|-------------------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|--------------------|
| | | 2019/20 Audited Outcome | Original Budget | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| R thousands | | | | | | | | | | |
| Revenue by Vote | 1 | | | | | | | | | |
| Vote 1 - Chief Financial Officer | | 179 351 | 217 890 | 233 706 | 47 012 | 129 544 | 108 945 | 20 599 | 18.9% | -- |
| Vote 2 - Chief Financial Officer | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 3 - Corporate Services | | 1 562 | 1 728 | 1 728 | 112 | 668 | 864 | (196) | -22.7% | -- |
| Vote 4 - Mayor | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 5 - Municipal Manager | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 6 - Internal Audit | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 7 - Planning and Economic Development | | 410 | 1 001 | 1 001 | 33 | 260 | 500 | (240) | -48.1% | -- |
| Vote 8 - Social and Community Services | | 32 119 | 16 068 | 16 068 | 389 | 11 668 | 8 034 | 3 634 | 45.2% | -- |
| Vote 9 - Speaker | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 10 - Technical Services | | 58 883 | 100 644 | 100 944 | 8 416 | 39 706 | 50 322 | (10 616) | -21.1% | -- |
| Vote 11 - Technical Services | | 138 703 | 186 361 | 182 961 | 11 957 | 69 305 | 93 181 | (23 875) | -25.6% | -- |
| Vote 12 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 13 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 14 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 15 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Total Revenue by Vote | 2 | 411 029 | 523 693 | 536 408 | 67 921 | 251 152 | 281 846 | (10 695) | -4.1% | -- |
| Expenditure by Vote | 1 | | | | | | | | | |
| Vote 1 - Chief Financial Officer | | 49 169 | 78 769 | 80 769 | 4 161 | 34 729 | 39 380 | (4 651) | -11.8% | -- |
| Vote 2 - Chief Financial Officer | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 3 - Corporate Services | | 71 083 | 57 201 | 57 201 | 3 252 | 22 881 | 28 601 | (5 720) | -20.0% | -- |
| Vote 4 - Mayor | | 7 520 | 8 798 | 8 798 | 736 | 4 272 | 4 399 | (127) | -2.9% | -- |
| Vote 5 - Municipal Manager | | 6 391 | 6 030 | 6 030 | 574 | 3 419 | 3 015 | 404 | 13.4% | -- |
| Vote 6 - Internal Audit | | 2 532 | 2 592 | 2 592 | 220 | 1 358 | 1 296 | 62 | 4.8% | -- |
| Vote 7 - Planning and Economic Development | | 9 983 | 11 285 | 11 685 | 875 | 5 158 | 5 642 | (485) | -8.6% | -- |
| Vote 8 - Social and Community Services | | 49 721 | 50 889 | 61 804 | 5 524 | 36 129 | 25 445 | 10 684 | 42.0% | -- |
| Vote 9 - Speaker | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 10 - Technical Services | | 44 120 | 68 512 | 73 412 | 3 837 | 22 061 | 34 256 | (12 195) | -35.6% | -- |
| Vote 11 - Technical Services | | 121 383 | 140 161 | 142 161 | 8 731 | 65 666 | 70 081 | (4 415) | -6.3% | -- |
| Vote 12 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 13 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 14 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Vote 15 - Nus | | -- | -- | -- | -- | -- | -- | -- | -- | -- |
| Total Expenditure by Vote | 2 | 361 903 | 424 227 | 444 442 | 27 911 | 195 672 | 212 113 | (16 442) | -7.8% | -- |
| Surplus/ (Deficit) for the year | 2 | 49 126 | 99 466 | 91 966 | 40 010 | 55 480 | 49 733 | 5 747 | 11.6% | -- |

Expenditure by vote for certain vote structure depict lesser spending when compared with annual projection, however, certain votes expenditure will be reviewed during the adjustment budget. The major impact for such variances is caused by deferring programs due to lockdown. Municipality had taken initiative to do 100% verification of all segments in trying to ensure proper alignments and realistic budgeting is achieved.

Table 4: C4-Monthly Budget Statement - Financial Performance (Revenue and Expenditure)

LIM366 Bela Bela - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - M06 December

| Description | Ref | Budget Year 2020/21 | | | | | | | | |
|--|-----|-------------------------------|--------------------|--------------------|-------------------|------------------|------------------|-----------------|----------------------|-----------------------|
| | | 2019/20 Audited Outcome | Original Budget | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| R thousands | | | | | | | | | | |
| Revenue By Source | | | | | | | | | | |
| Property rates | | 74 792 | 94 479 | 94 479 | 6 325 | 39 963 | 47 240 | (7 277) | -15% | - |
| Service charges - electricity revenue | | 112 873 | 147 928 | 147 928 | 10 239 | 56 401 | 73 964 | (17 563) | -24% | - |
| Service charges - water revenue | | 31 806 | 32 060 | 32 060 | 2 960 | 19 209 | 16 030 | 3 179 | 20% | - |
| Service charges - sanitation revenue | | 17 855 | 17 905 | 17 905 | 1 423 | 10 954 | 8 952 | 2 001 | 22% | - |
| Service charges - refuse revenue | | 8 584 | 8 765 | 8 765 | 707 | 5 125 | 4 383 | 742 | 17% | - |
| Rental of facilities and equipment | | 1 421 | 1 728 | 1 728 | 119 | 685 | 864 | (180) | -21% | - |
| Interest earned - external investments | | 1 479 | 2 363 | 2 363 | 0 | 74 | 1 182 | (1 108) | -94% | - |
| Interest earned - outstanding debtors | | 12 111 | 13 730 | 13 730 | 1 050 | 6 375 | 6 865 | (490) | -7% | - |
| Dividends received | | - | - | - | - | - | - | - | - | - |
| Fines, penalties and forfeits | | 501 | 10 200 | 10 200 | - | 245 | 5 100 | (4 855) | -95% | - |
| Licences and permits | | 21 126 | 5 172 | 5 172 | - | 5 801 | 2 586 | 3 215 | 124% | - |
| Agency services | | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies | | 94 606 | 103 274 | 119 389 | 39 670 | 85 241 | 51 637 | 33 604 | 65% | - |
| Other revenue | | 3 003 | 8 593 | 8 593 | 76 | 1 029 | 4 297 | (3 267) | -76% | - |
| Gains | | - | - | - | - | - | - | - | - | - |
| Total Revenue (excluding capital transfers and contributions) | | 380 155 | 446 198 | 462 313 | 62 579 | 231 101 | 223 099 | 8 002 | 4% | - |
| Expenditure By Type | | | | | | | | | | |
| Employee related costs | | 143 425 | 144 153 | 149 053 | 12 708 | 71 816 | 72 077 | (261) | 0% | - |
| Remuneration of councillors | | 7 074 | 8 235 | 8 235 | 629 | 3 771 | 4 117 | (346) | -8% | - |
| Debt impairment | | 17 | 10 350 | 10 350 | 1 022 | 15 550 | 5 175 | 10 375 | 200% | - |
| Depreciation & asset impairment | | 216 | 33 968 | 33 968 | - | - | 16 984 | (16 984) | -100% | - |
| Finance charges | | 4 145 | 12 600 | 12 600 | 30 | 389 | 6 300 | (5 911) | -94% | - |
| Bulk purchases | | 114 730 | 131 510 | 131 510 | 8 452 | 60 572 | 65 755 | (5 183) | -8% | - |
| Other materials | | 10 379 | 10 806 | 14 806 | 364 | 4 415 | 5 403 | (988) | -18% | - |
| Contracted services | | 36 561 | 36 960 | 48 160 | 1 116 | 16 711 | 18 480 | (1 769) | -10% | - |
| Transfers and subsidies | | - | - | - | - | - | - | - | - | - |
| Other expenditure | | 45 355 | 35 644 | 35 759 | 3 589 | 22 448 | 17 822 | 4 626 | 26% | - |
| Losses | | - | - | - | - | - | - | - | - | - |
| Total Expenditure | | 361 993 | 424 227 | 444 442 | 27 911 | 195 672 | 212 113 | (16 442) | -8% | - |
| Surplus/(Deficit) | | | | | | | | | | |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | 18 253 | 21 971 | 17 871 | 34 668 | 35 429 | 10 986 | 24 443 | 0 | - |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | | 30 874 | 77 495 | 74 095 | 5 342 | 20 051 | 38 747 | (18 696) | (0) | - |
| Transfers and subsidies - capital (in-kind - all) | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after capital transfers & contributions | | 49 126 | 99 466 | 91 966 | 40 010 | 55 480 | 49 733 | | | |
| Taxation | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) after taxation | | 49 126 | 99 466 | 91 966 | 40 010 | 55 480 | 49 733 | | | |
| Attributable to minorities | | - | - | - | - | - | - | - | - | - |
| Surplus/(Deficit) attributable to municipality | | 49 126 | 99 466 | 91 966 | 40 010 | 55 480 | 49 733 | | | |
| Share of surplus/ (deficit) of associate | | - | - | - | - | - | - | - | - | - |
| Surplus/ (Deficit) for the year | | 49 126 | 99 466 | 91 966 | 40 010 | 55 480 | 49 733 | | | |

Material variances on different revenue categories has been properly explained under monthly budget summary statement above.

Table 5: C5-Monthly Budget Statement – Capital Expenditure

| Vote Description | Ref | Budget Year 2020/21 | | | | | | | | |
|---|-----|-------------------------------|--------------------|--------------------|-------------------|------------------|------------------|-----------------|----------------------|-----------------------|
| | | 2019/20 Audited Outcome | Original Budget | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| R thousands | 1 | | | | | | | | | |
| Multi-Year expenditure appropriation | 2 | | | | | | | | | |
| Vote 1 - Chief Financial Officer | | - | - | - | - | - | - | - | - | - |
| Vote 2 - Chief Financial Officer | | - | - | - | - | - | - | - | - | - |
| Vote 3 - Corporate Services | | - | - | - | - | - | - | - | - | - |
| Vote 4 - Mayor | | - | - | - | - | - | - | - | - | - |
| Vote 5 - Municipal Manager | | - | - | - | - | - | - | - | - | - |
| Vote 6 - Internal Audit | | - | - | - | - | - | - | - | - | - |
| Vote 7 - Planning and Economic Development | | - | - | - | - | - | - | - | - | - |
| Vote 8 - Social and Community Services | | - | - | - | - | - | - | - | - | - |
| Vote 9 - Speaker | | - | - | - | - | - | - | - | - | - |
| Vote 10 - Technical Services | | - | - | - | - | - | - | - | - | - |
| Vote 11 - Technical Services | | - | - | - | - | - | - | - | - | - |
| Vote 12 - Null | | - | - | - | - | - | - | - | - | - |
| Vote 13 - Null | | - | - | - | - | - | - | - | - | - |
| Vote 14 - Null | | - | - | - | - | - | - | - | - | - |
| Vote 15 - Null | | - | - | - | - | - | - | - | - | - |
| Total Capital Multi-year expenditure | 4,7 | - | - | - | - | - | - | - | - | - |
| Single Year expenditure appropriation | 2 | | | | | | | | | |
| Vote 1 - Chief Financial Officer | | 161 | 5 000 | 5 000 | - | - | - | - | - | - |
| Vote 2 - Chief Financial Officer | | - | - | - | - | - | - | - | - | - |
| Vote 3 - Corporate Services | | - | 500 | 500 | - | - | - | - | - | - |
| Vote 4 - Mayor | | - | - | - | - | - | - | - | - | - |
| Vote 5 - Municipal Manager | | - | - | - | - | - | - | - | - | - |
| Vote 6 - Internal Audit | | - | - | - | - | - | - | - | - | - |
| Vote 7 - Planning and Economic Development | | - | 320 | 320 | - | - | - | - | - | - |
| Vote 8 - Social and Community Services | | 2 797 | 13 682 | 13 692 | - | 2 295 | 2 295 | - | - | - |
| Vote 9 - Speaker | | - | - | - | - | - | - | - | - | - |
| Vote 10 - Technical Services | | 29 251 | 39 855 | 39 855 | 5 356 | 30 030 | 30 030 | - | - | - |
| Vote 11 - Technical Services | | 18 130 | 26 048 | 22 648 | 965 | 9 874 | 9 874 | - | - | - |
| Vote 12 - Null | | - | - | - | - | - | - | - | - | - |
| Vote 13 - Null | | - | - | - | - | - | - | - | - | - |
| Vote 14 - Null | | - | - | - | - | - | - | - | - | - |
| Vote 15 - Null | | - | - | - | - | - | - | - | - | - |
| Total Capital single-year expenditure | 4 | 50 339 | 85 415 | 82 015 | 6 351 | 42 199 | 42 199 | - | - | - |
| Total Capital Expenditure | | 50 339 | 85 415 | 82 015 | 6 351 | 42 199 | 42 199 | - | - | - |
| Capital Expenditure - Functional Classification | | | | | | | | | | |
| <i>Governance and administration</i> | | 161 | 5 500 | 5 500 | - | - | - | - | - | - |
| Executive and council | | - | - | - | - | - | - | - | - | - |
| Finance and administration | | 161 | 5 500 | 5 500 | - | - | - | - | - | - |
| Internal audit | | - | - | - | - | - | - | - | - | - |
| <i>Community and public safety</i> | | 2 797 | 13 192 | 13 192 | - | 2 295 | 2 295 | - | - | - |
| Community and social services | | 2 797 | 13 192 | 13 192 | - | 2 295 | 2 295 | - | - | - |
| Sport and recreation | | - | - | - | - | - | - | - | - | - |
| Public safety | | - | - | - | - | - | - | - | - | - |
| Housing | | - | - | - | - | - | - | - | - | - |
| Health | | - | - | - | - | - | - | - | - | - |
| <i>Economic and environmental services</i> | | 16 439 | 12 500 | 12 500 | - | 8 159 | 8 159 | - | - | - |
| Planning and development | | - | 320 | 320 | - | - | - | - | - | - |
| Road transport | | 16 439 | 12 180 | 12 180 | - | 8 159 | 8 159 | - | - | - |
| Environmental protection | | - | - | - | - | - | - | - | - | - |
| <i>Trading services</i> | | 30 942 | 54 223 | 50 823 | 6 351 | 31 745 | 31 745 | - | - | - |
| Energy sources | | 6 655 | 16 248 | 12 848 | 995 | 6 995 | 6 995 | - | - | - |
| Water management | | 12 812 | 27 675 | 27 675 | 5 356 | 21 671 | 21 671 | - | - | - |
| Waste water management | | 11 475 | 9 800 | 9 800 | - | 2 879 | 2 879 | - | - | - |
| Waste management | | - | 500 | 500 | - | - | - | - | - | - |
| <i>Other</i> | | - | - | - | - | - | - | - | - | - |
| Total Capital Expenditure - Functional Classification | 3 | 50 339 | 85 415 | 82 015 | 6 351 | 42 199 | 42 199 | - | - | - |
| Funded by: | | | | | | | | | | |
| National Government | | 53 025 | 77 495 | 74 095 | 6 351 | 42 199 | 42 199 | - | - | - |
| Provincial Government | | - | - | - | - | - | - | - | - | - |
| District Municipality | | - | - | - | - | - | - | - | - | - |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) | | - | - | - | - | - | - | - | - | - |
| Transfers recognised - capital | | 53 025 | 77 495 | 74 095 | 6 351 | 42 199 | 42 199 | - | - | - |
| Borrowing | 6 | - | - | - | - | - | - | - | - | - |
| Internally generated funds | | - | 7 920 | 7 920 | - | - | - | - | - | - |
| Total Capital Funding | | 53 025 | 7 920 | 7 920 | 6 351 | 42 199 | 42 199 | - | - | - |

Municipality's full year capital budget of R82 million projection is anticipated not to be fully utilised by the end of the financial year. This is caused by low collection rate that should fund

the internal funded projects. Full details on capital projects are explain under the additional supporting document bellow.

Table 6: C6-Monthly Budget Statement – Financial Position

LIM366 Bela Bela - Table C6 Monthly Budget Statement - Financial Position - M06 December

| Description | Ref | 2019/20 | Budget Year 2020/21 | | | |
|--|-----|------------------|---------------------|------------------|------------------|--------------------|
| | | Audited Outcome | Original Budget | Adjusted Budget | YearTD actual | Full Year Forecast |
| R thousands | 1 | | | | | |
| ASSETS | | | | | | |
| Current assets | | | | | | |
| Cash | | (13 300) | 18 547 | 25 762 | 39 415 | - |
| Call investment deposits | | 21 471 | 3 086 | 3 086 | 1 184 | - |
| Consumer debtors | | 67 623 | 108 093 | 108 093 | 242 039 | - |
| Other debtors | | 61 029 | 25 106 | 25 106 | 77 297 | - |
| Current portion of long-term receivables | | - | - | - | - | - |
| Inventory | | 268 | 400 | 400 | 268 | - |
| Total current assets | | 137 091 | 155 233 | 162 448 | 360 203 | - |
| Non current assets | | | | | | |
| Long-term receivables | | 182 | - | - | 182 | - |
| Investments | | - | - | - | - | - |
| Investment property | | 284 836 | 287 684 | 287 684 | 284 836 | - |
| Investments in Associate | | - | - | - | - | - |
| Property, plant and equipment | | 796 760 | 803 776 | 800 376 | 831 730 | - |
| Biological | | - | - | - | - | - |
| Intangible | | 2 178 | 1 684 | 1 684 | 2 178 | - |
| Other non-current assets | | 626 | 539 | 539 | 626 | - |
| Total non current assets | | 1 084 583 | 1 093 683 | 1 090 283 | 1 119 553 | - |
| TOTAL ASSETS | | 1 221 673 | 1 248 916 | 1 252 731 | 1 479 756 | - |
| LIABILITIES | | | | | | |
| Current liabilities | | | | | | |
| Bank overdraft | | - | - | - | - | - |
| Borrowing | | - | - | - | - | - |
| Consumer deposits | | 6 449 | 5 836 | 5 836 | 6 480 | - |
| Trade and other payables | | 253 966 | 128 256 | 135 571 | 100 634 | - |
| Provisions | | 29 440 | 7 000 | 7 000 | 29 440 | - |
| Total current liabilities | | 289 855 | 141 092 | 148 407 | 136 554 | - |
| Non current liabilities | | | | | | |
| Borrowing | | - | - | - | - | - |
| Provisions | | 68 089 | 55 000 | 55 000 | 68 089 | - |
| Total non current liabilities | | 68 089 | 55 000 | 55 000 | 68 089 | - |
| TOTAL LIABILITIES | | 357 944 | 196 092 | 203 407 | 204 643 | - |
| NET ASSETS | 2 | 863 730 | 1 052 823 | 1 049 323 | 1 275 113 | - |
| COMMUNITY WEALTH/EQUITY | | | | | | |
| Accumulated Surplus/(Deficit) | | 863 730 | 1 052 823 | 1 049 323 | 1 275 113 | - |
| Reserves | | - | - | - | - | - |
| TOTAL COMMUNITY WEALTH/EQUITY | 2 | 863 730 | 1 052 823 | 1 049 323 | 1 275 113 | - |

Table 7: C7-Monthly Budget Statement – Cash Flow

| Description | Ref | 2019/20 | Budget Year 2020/21 | | | | | | | |
|--|-----|-----------------|---------------------|-----------------|-----------------|-----------------|-----------------|--------------|----------------|--------------------|
| | | Audited Outcome | Original Budget | Adjusted Budget | Monthly actual | YearTD actual | YearTD budget | YTD variance | YTD variance % | Full Year Forecast |
| R thousands | | | | | | | | | | |
| CASH FLOW FROM OPERATING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Property rates | | 23 197 | 92 425 | 92 425 | 4 806 | 28 200 | 28 200 | | | |
| Service charges | | 43 959 | 185 561 | 185 561 | 10 548 | 54 529 | 54 529 | | | |
| Other revenue | | 386 336 | 117 809 | 21 840 | 7 412 | 99 055 | 99 055 | | | |
| Transfers and Subsidies - Operational | | 128 134 | 103 274 | 119 989 | 49 328 | 109 405 | 109 405 | | | |
| Transfers and Subsidies - Capital | | 48 000 | 77 495 | 74 095 | 600 | 35 075 | 35 075 | | | |
| Interest | | - | 2 383 | 2 363 | - | - | - | | | |
| Dividends | | - | - | - | - | - | - | | | |
| Payments | | | | | | | | | | |
| Suppliers and employees | | 3 449 | (377 659) | (386 559) | (59 970) | (257 692) | (257 692) | | | |
| Finance charges | | - | (12 600) | (12 600) | - | - | - | | | |
| Transfers and Grants | | (18 522) | - | - | - | - | - | | | |
| NET CASH FROM/(USED) OPERATING ACTIVITIES | | 616 552 | 188 659 | 98 515 | 12 724 | 68 571 | 68 571 | | | |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Proceeds on disposal of PPE | | - | - | - | - | - | - | | | |
| Decrease (increase) in non-current receivables | | - | - | - | - | - | - | | | |
| Decrease (increase) in non-current investments | | - | - | - | - | - | - | | | |
| Payments | | | | | | | | | | |
| Capital assets | | (60 963) | (85 415) | (82 015) | (11 919) | (38 174) | (38 174) | | | |
| NET CASH FROM/(USED) INVESTING ACTIVITIES | | (60 963) | (85 415) | (82 015) | (11 919) | (38 174) | (38 174) | | | |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | | | | |
| Receipts | | | | | | | | | | |
| Short term loans | | - | - | - | - | - | - | | | |
| Borrowing long term/refinancing | | - | - | - | - | - | - | | | |
| Increase (decrease) in consumer deposits | | (6 449) | - | - | - | - | - | | | |
| Payments | | | | | | | | | | |
| Repayment of borrowing | | - | - | - | - | - | - | | | |
| NET CASH FROM/(USED) FINANCING ACTIVITIES | | (6 449) | - | - | - | - | - | | | |
| NET INCREASE/ (DECREASE) IN CASH HELD | | 549 140 | 103 254 | 14 500 | 806 | 30 397 | 30 397 | | | |
| Cash/cash equivalents at beginning: | | 120 099 | 14 349 | 14 349 | - | 10 202 | 10 202 | | | 10 202 |
| Cash/cash equivalents at month/year end: | | 669 239 | 117 603 | 28 849 | - | 40 599 | 40 599 | | | 10 202 |

Municipality cash and cash equivalent at year end depict a positive balance of R40.5 million. Municipality intend to maintain the positive balance through continuance implementation of cash flow plan. This tool is considered vital by municipality since it will eliminate possibility of having to incur unauthorised expenditure.

PART 2: SUPPORTING DOCUMENTATION

5. Debtors' analysis

Section 78(1)(d) of the MFMA determines that each senior manager of a municipality and each official of a municipality exercising financial management responsibilities (cost centre managers) must take all reasonable steps within their respective areas of responsibility to ensure that all revenue due to the municipality is collected. It is therefore not only the responsibility of the Department: Budget and Treasury to ensure that all revenue gets billed and collected.

Tables 8 and 9 below depicts the debtors age analysis by revenue resource and customer group billed and collected in co-operation with the Department: Budget and Treasury. **The overall collection rate for the first half of the 2020/2021 financial year project average of 70%. This decrease is attributed to suspension of credit control measures due to lockdown.**

Table 8: Debtors aging per services types

| Debtors Ageing Analysis - December 2020 | | | | | | | | | | |
|---|----------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|-----------------------------------|------------------|------------------|
| TYPE OF SERVICE | Ageing Per Type of Service | | | | | | | | | |
| | 202112 (Current) | 202011 (30 Days) | 202010 (60 Days) | 202009 (90 Days) | 202008 (120 Days) | 202007 (150 Days) | 202006 (180 Days) | 202005+ (210 Days to Over 1 Year) | Total | |
| DEPOSITS | -R 7,455.13 | R 3,825.66 | -R 11,021.74 | -R 330.28 | -R 1,565.20 | -R 303,956.20 | R 3,540.60 | R | R 35,291.18 | -R 281,674.08 |
| RECEIPTS | -R 1,055,960.44 | -R 644,460.02 | -R 315,214.70 | -R 289,527.28 | -R 117,580.52 | -R 162,352.28 | -R 3,739,987.11 | R | R 15,505,502.88 | -R 21,964,725.23 |
| INTEREST | R 1,164,583.84 | R 1,104,319.02 | R 1,067,497.65 | R 1,024,321.99 | R 964,700.25 | R 543,179.37 | R 5,258,477.52 | R | R 42,214,465.93 | R 53,964,745.77 |
| AGREEMENTS | R 30,722.25 | R 23,652.72 | R 23,583.47 | R 25,164.79 | R 29,445.12 | -R 53,225.91 | R 220,507.23 | R | R 169,665.58 | R 489,516.25 |
| SUSPENSE VOTE | R | -R | -R | -R | -R | -R | -R | -R | R | R |
| FEES | -R 5,325.28 | R 494.00 | -R | -R 50.00 | R 14,291.64 | R 202,113.14 | R 264,217.60 | R | R 2,619,694.65 | R 3,115,435.75 |
| ADJAIN FEE | R | -R | -R | -R | -R | -R | -R | -R | R 7,953.18 | R 4,849.65 |
| WATER | R 2,819,664.01 | R 1,682,289.45 | R 1,515,584.74 | R 1,357,712.10 | R 1,141,624.96 | R 604,840.72 | R 3,543,122.85 | R | R 13,610,666.15 | R 31,478,715.99 |
| ELECTRICITY | R 3,251,677.38 | R 745,451.18 | R 284,743.25 | R 385,571.72 | R 497,816.51 | -R 92,652.94 | R 766,507.05 | R | R 1,886,227.02 | R 7,715,941.17 |
| NYA | R 1,091,712.29 | R 167,074.65 | R 177,454.13 | R 89,371.31 | R 93,395.71 | R 106,420.67 | R 308,789.35 | R | R 1,390,124.24 | R 3,143,471.25 |
| BASIC ELECTRICITY | R 9,190.77 | R 2,745.37 | R 1,540.80 | -R 61.90 | R 1,568.64 | R 90,631.30 | R 5,478.17 | -R | R 541,943.16 | R 472,349.71 |
| RE-IMBURSEMENT | R | -R | -R | -R | -R | -R | -R | -R | R 448.54 | -R 448.54 |
| CASH POWER | R | -R | -R | -R | -R | -R | -R | -R | R 177,281.62 | R 177,281.62 |
| RENTAL CHARGES | R 306,167.65 | R 45,315.44 | R 37,235.92 | R 30,627.01 | R 73,303.95 | R 2,553.44 | R 96,537.85 | R | R 727,394.37 | R 1,119,343.85 |
| SUNDRY SALE OF LAND | R | -R | -R | -R | -R | -R | -R | -R | R 2,066.23 | -R 2,066.23 |
| WRITTING OFF DEBT (RATES) | R | -R | -R | -R | -R | -R | -R | -R | R 33,005.21 | -R 33,005.21 |
| INDIGENT WRITE OFF SERVICE | R 834.27 | -R | -R | -R | -R | -R | -R | -R | R 1,743.62 | -R 1,743.62 |
| HOUSING | R | -R | -R | -R | -R | -R | -R | -R | R 17,363.56 | -R 17,363.56 |
| RATES | R 5,373,773.75 | R 3,202,633.22 | R 2,748,098.33 | R 2,535,611.16 | R 2,402,407.15 | R 888,418.35 | R 11,108,166.74 | R | R 68,113,906.44 | R 94,993,383.48 |
| REFUSE | R 544,303.72 | R 464,871.40 | R 391,616.54 | R 352,837.37 | R 317,522.95 | R 253,373.34 | R 812,722.57 | R | R 4,107,750.53 | R 7,248,003.42 |
| SEWERAGE | R 1,215,135.48 | R 1,085,144.23 | R 950,430.44 | R 826,834.14 | R 812,289.06 | R 606,511.02 | R 2,148,651.57 | R | R 10,641,924.66 | R 18,331,531.63 |
| MISCELLANEOUS VAT | R | -R | -R | -R | -R | -R | -R | -R | R 133,556.63 | -R 63,465.63 |
| MISCELLANEOUS VAT | R | -R | -R | -R | -R | -R | -R | -R | R 978,373.79 | -R 879,072.39 |
| VAT | R 1,435,429.64 | R 631,063.66 | R 555,928.00 | R 544,849.16 | R 515,111.51 | R 256,200.48 | R 1,254,995.45 | R | R 7,211,339.15 | R 11,892,135.32 |
| WRITTING OFF DEBT | -R 19,235.46 | -R | -R | -R | -R | -R | -R | -R | R 129,478.39 | -R 129,478.39 |
| TOTAL | R 15,942,582.44 | R 8,713,563.44 | R 7,417,678.05 | R 6,922,951.29 | R 6,770,337.78 | R 189,674.10 | R 22,531,765.54 | R | R 144,370,716.43 | R 212,518,920.85 |

Table 9: Debtors aging per type

| ACCOUNT TYPE | Ageing Per Account Type | | | | | | | | | Total |
|-----------------|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|------------------------|-----------------------------------|-------------------------|-------------------------|
| | 202112 (Current) | 202011 (30 Days) | 202010 (60 Days) | 202009 (90 Days) | 202008 (120 Days) | 202007 (150 Days) | 202006 (180 Days) | 202005+ (210 Days to Over 1 Year) | | |
| | R - | R - | R - | R - | R 255.01 | R - | R 1.02 | R - | R - | R 269.10 |
| NON PROFIT ORG | R 8,300.93 | R 4,735.40 | R 4,755.85 | R 5,054.98 | R 4,839.28 | R 515.79 | R 21,173.95 | R - | R 1,953.01 | R 50,320.62 |
| COMMERCIAL | R 5,770,586.74 | R 1,196,174.02 | R 943,379.00 | R 629,627.26 | R 626,506.83 | R 393,026.82 | R 2,724,349.60 | R - | R 21,141,145.42 | R 32,839,844.07 |
| RURAL DEVELOPM | R 174,500.82 | R 169,125.74 | R 166,344.81 | R 165,261.67 | R 164,178.57 | R 83,917.53 | R 398,874.28 | R - | R 1,260,549.89 | R 2,583,153.11 |
| EDUCATION DEPT | R 273,568.59 | R 249,756.82 | R 252,348.07 | R 243,886.80 | R 226,416.89 | R 136,374.38 | R 925,898.92 | R - | R 4,491,640.16 | R 6,779,928.65 |
| AGRICULTURAL | R 1,670,001.65 | R 1,249,008.00 | R 1,242,199.89 | R 1,187,900.62 | R 1,185,519.30 | R - | R 953,322.35 | R 6,195,463.41 | R - | R 46,792,456.46 |
| HOUSING DEPT | R - | R - | R - | R - | R - | R - | R 13,705.86 | R - | R 630.27 | R 14,336.13 |
| PUBLIC INFRASTR | R 12,877.91 | R 11,893.65 | R 11,617.35 | R 11,395.13 | R 11,319.64 | R 2,340.26 | R 38,245.56 | R - | R 147,604.53 | R 242,414.69 |
| PLCS OF WORSHIP | R 52,167.43 | R 22,671.95 | R 17,004.36 | R 12,207.62 | R 12,368.17 | R 4,964.94 | R 54,669.03 | R - | R 504,730.14 | R 680,823.72 |
| MUNICIPAL PROP | R 518,728.53 | R 172,448.82 | R 90,404.29 | R 26,193.16 | R 5,386.11 | R 691,493.16 | R 1,827,852.47 | R - | R 8,071,547.16 | R 11,404,033.72 |
| R/WORKS PROV | R 75,956.39 | R 71,023.81 | R 56,626.41 | R 39,693.05 | R 33,623.26 | R 32,560.68 | R 376,487.80 | R - | R 624,425.26 | R 557,612.96 |
| RESIDENTIAL | R 7,629,724.94 | R 5,266,100.38 | R 4,472,491.62 | R 4,119,145.05 | R 4,226,453.21 | R 1,347,599.77 | R 12,637,879.64 | R - | R 81,246,249.44 | R 121,739,644.05 |
| FARMA-RES | R 69,270.76 | R 46,850.76 | R 43,743.47 | R 20,665.27 | R 48,267.91 | R 19,161.53 | R 244,960.88 | R - | R 633,645.68 | R 1,128,596.26 |
| FARMA-NOT USED | R 35,166.95 | R 29,651.88 | R 29,467.59 | R 29,284.27 | R 29,109.57 | R 28,941.45 | R 364,849.69 | R - | R 180,167.43 | R 746,830.03 |
| FARMA-OTHER | R 4,494.39 | R 3,659.18 | R 3,634.77 | R 3,616.60 | R 2,426.95 | R 2,231.64 | R 20,077.15 | R - | R 67,458.19 | R 127,598.87 |
| HEALTH DEPT | R 265,142.34 | R 266,561.71 | R 46,295.24 | R 13,790.16 | R 13,872.35 | R 11,529.01 | R 50,695.63 | R - | R 116,799.10 | R 606,685.54 |
| R/WORKS NTL | R 178,064.78 | R 60,426.24 | R 40,922.91 | R 40,922.91 | R 40,922.91 | R 40,980.41 | R 216,634.55 | R - | R 1,956,719.57 | R 2,577,596.28 |
| PRIVATE EST-RES | R 10,292.95 | R 6,426.68 | R 4,939.77 | R 17,324.44 | R 2,926.80 | R 987.96 | R 12,097.10 | R - | R 61,330.41 | R 118,395.11 |
| RES-PENSIONER | R 379.24 | R 0.00 | R - | R - | R - | R - | R - | R - | R - | R 379.24 |
| SASSA | R 21,186.33 | R 10,598.21 | R 311.53 | R - | R - | R - | R - | R - | R - | R 32,096.07 |
| AGRIC-PENSIONER | R 711.36 | R 93.89 | R 229.15 | R - | R - | R - | R - | R - | R - | R 674.76 |
| RES-INDIGENT | R 208,513.56 | R 159,336.29 | R 172,250.42 | R 169,023.60 | R 165,197.22 | R 176,063.76 | R 778,470.46 | R - | R 4,272,290.90 | R 6,135,358.23 |
| TOTAL | R 15,942,582.44 | R 8,713,563.44 | R 7,417,678.03 | R 6,922,951.29 | R 6,770,337.78 | R 168,674.10 | R 22,551,763.54 | R - | R 144,370,716.43 | R 212,519,920.85 |

During the first half of 2020/2021 financial year, total debtors' book is sitting at R212.5 million. Property Rates is the highest with R94 million (44%) of the total debtor's book.

In terms of debts per type, during the first half of 2020/2021 financial year, Residential debts is the highest with R121.7 million (57%) of the total consumer debts.

Plans to reduce the debts:

- The Implementation of the 50 percent incentive scheme in the current financial year.
- Write-off of debts on indigent and inactive accounts
- Implementation of revenue enhancement strategy with the assistance of National Treasury.
- The process is undertaken in negotiating with Eskom to implement credit control measures in Pienaarsrevier and Masakhane by way of Electricity disconnections where Municipality does not have licence.
- Handing over of top 100 debtors to a panel of attorneys for issuing of summons in the current financial year.
- Fill up critical vacant posts in the Revenue management unit.
- Intensifying government debts collection through i.e the Provincial and Technical debts forums.

6. Creditor's analysis

Table 10: Creditors ageing

| Creditor Code | Creditor Name | 0days | 30days | 60days | 90days | 120days | Total |
|---------------|--------------------------------|-----------------|----------------|----------------|----------------|-----------------|-----------------|
| 6502 | Z MC CONSULTING ENGINEERING | R - | R - | R 527 442.63 | R - | R - | R 527 442.63 |
| 4382 | AYAMAH CONSULTING ENGINEERING | R - | R - | R - | R - | R 166 993.36 | R 166 993.36 |
| 3816 | BALIMI BARUI TRADING | R - | R - | R - | R - | R 1 687 218.89 | R 1 687 218.89 |
| 6217 | BERTOBRITE - FLEET | R - | R - | R 625 804.83 | R - | R - | R 625 804.83 |
| 4220 | CRYSTAL SAMBO TRADING AND PROJ | R 197 047.87 | R - | R - | R - | R - | R 197 047.87 |
| 441 | DEPT OF PUBLIC TRANSPORT | R 1 468 390.77 | R 3 427 971.37 | R - | R 2 052 694.97 | R 2 926 111.71 | R 9 875 168.82 |
| 4530 | DOLSIN BUSINESS SOLUTIONS | R 736.00 | R - | R - | R - | R - | R 736.00 |
| 154 | ESKOM (5740387734) | R 8 385 144.97 | R - | R - | R - | R 22 238 898.75 | R 30 624 043.72 |
| 4442 | GEYSER VAN ROOYEN ATTORNEYS | R - | R - | R - | R - | R 73 359.88 | R 73 359.88 |
| 6615 | HP SOUTH AFRICA | R 12 239.45 | R - | R - | R - | R - | R 12 239.45 |
| 4195 | IGS | R 275 997.70 | R - | R - | R - | R - | R 275 997.70 |
| 4161 | LATERAL UNISON INS. BROKERS | R - | R - | R - | R - | R 792 260.85 | R 792 260.85 |
| 6613 | LENADO PROJECTS | R - | R 714 885.36 | R - | R - | R - | R 714 885.36 |
| 1824 | LEXIS NEXIS BUTTERWORTHS PUBLI | R - | R - | R - | R - | R 52 703.37 | R 52 703.37 |
| 577 | MAGALIES WATER | R 1 277 360.95 | R 11 532.66 | R - | R - | R 10 279 255.41 | R 11 568 149.02 |
| 6616 | MAHOWA INC | R 51 750.40 | R - | R - | R - | R - | R 51 750.40 |
| 4525 | MOLOTLEGI TRADING | R 7 574.45 | R - | R - | R - | R - | R 7 574.45 |
| 2585 | MUNSOFT MUNICIPAL FINANCIAL & | R 191 548.69 | R 138 000.00 | R - | R - | R 171 800.00 | R 501 348.69 |
| 1800 | NTK LIMPOPO AGRIC BPK | R - | R - | R - | R - | R 1 051.17 | R 1 051.17 |
| 268 | PRODIBA (PTY) LTD | R 27 429.00 | R - | R - | R - | R - | R 27 429.00 |
| 4147 | ROAD TRAFFIC INFRINGEMENT | R 137 201.65 | R - | R - | R - | R - | R 137 201.65 |
| 910 | RTMC | R 55 656.00 | R - | R - | R - | R - | R 55 656.00 |
| 257 | THE AUDITOR-GENERAL P/BURG | R - | R - | R - | R - | R 288 621.68 | R 288 621.68 |
| 4428 | TRITASTAR | R 113 600.00 | R - | R - | R - | R - | R 113 600.00 |
| 2970 | Traffic Management Technologie | R 65 366.00 | R - | R - | R - | R - | R 65 366.00 |
| | TOTAL | R 12 267 043.90 | R 4 292 389.39 | R 1 153 247.46 | R 2 052 694.97 | R 38 678 275.07 | R 58 443 650.79 |

Municipality's total debts of top 10 highest creditors amount to R58 million.

The debt owed to **Eskom** includes the amount for which the Municipality has entered into a payment arrangement.

According to the agreement, the total outstanding is repayable in six equal instalments of R5 million.

There is a verbal agreement with **Magalies Water** regarding the arrears amount on how and when payment will be done. Although the municipality is experiencing cash flow difficulties, currently municipality is able to pay oldest invoices to avoid interest. Same apply to department of Transport.

Detail review during the budget adjustment process will be undertaken to ensure realistic budget and to ensure 2020/2021 budget remain funded.

1. Investment portfolio analysis

Table 11: Investment account summary

| Particulars of the primary bank account as at 31 December 2020 | | | | |
|--|----------------------|----------------|--------------|-----------------|
| Bank | Account Description | Account Number | Account Type | Balance |
| ABSA | Primary Bank Account | 1330000062 | Cheque | R 39,414,637.21 |
| Total | | | | R 39,414,637.21 |

| Particulars of the investment account as at 31 December 2020 | | | | |
|--|------------------------------|----------------|----------------|-----------------------|
| Bank | Accounts Description | Account Number | Account Type | Balance |
| ABSA | Savings Account | 9295745884 | Depositor plus | R 160,443.80 |
| ABSA | Call: Bela Bela Municipality | 4078360937 | Depositor plus | R 1,024,032.19 |
| Total | | | | R 1,184,475.99 |

Bela-Bela Local municipality held various investments in accordance to Municipal Investment Regulation, 2005 issued by the National Treasury. Total investment as at 31 December 2020 was reported at R1.1 million.

2. Allocation and grant receipt and expenditure

Table 12: Grant receipt and expenditure

| Actual Capital Expenditure per source-31 December 2020 | | | | | |
|--|---------------------------|-------------------------|---------------------------------------|-----------------|--------------------------------|
| Grant Details | Budget amount as per DORA | Amount Received to date | Expenditure to date: 31 December 2020 | % spent to date | Unspent as at 31 December 2020 |
| Municipal Infrastructure Grant | R 25,760,000.00 | R 25,410,000.00 | R 11,480,413.99 | 45% | R 13,929,586.01 |
| Water Services Infrastructure Grant | R 37,475,000.00 | R 27,475,000.00 | R 24,750,349.26 | 66% | R 2,724,650.74 |
| Integration National Electrification Programme | R 8,548,000.00 | R 6,000,000.00 | R 6,000,000.00 | 70% | R - |
| Energy Efficiency and Demand Side Management G | R 3,600,000.00 | R 1,600,000.00 | R 995,087.72 | 28% | R 604,912.28 |
| Total | R 75,383,000.00 | R 60,485,000.00 | R 43,225,850.97 | 57% | R 17,259,149.03 |

Total spending on the MIG budget of R 25 million project R11 million as at 31 December 2020 which represent 45% spending when expressed as percentage followed by WSIG with 66% spent to date, INEP with 70% and EEDSM grant is 28%.

| Capital Expenditure per Project-December 2020 | | | | | | | | |
|--|------------|---------|------------------------|------------------------|------------------------|------------|-------------------|------------------------|
| Project Name | Department | Funding | Current budget | Monthly expenditure | Total Expenditure | % spent | Physical progress | Unspent budget |
| Bela-Bela: Storm Water - Spa Park | Tech | MIG | R 3,562,000.33 | R - | R 3,038,295.79 | 85% | 85% | R 523,704.54 |
| Bela-Bela: Extension Grave Yard | Tech | MIG | R 5,778,124.41 | R - | R - | 0% | 0% | R 5,778,124.41 |
| Bela-Bela: Development of sport facilities - Spa Park | Soc | MIG | R 2,504,863.27 | R - | R 2,041,294.55 | 81% | 81% | R 463,568.72 |
| Bela-Bela: Development of sport facilities - Usiding | Soc | MIG | R 3,842,620.11 | R - | R 253,656.35 | 7% | 7% | R 3,588,963.76 |
| Bela-Bela: Road Paving and Storm Water 1 (Hoër View & X5) | Tech | MIG | R 2,404,804.86 | R - | R 2,379,751.74 | 99% | 99% | R 25,053.12 |
| Bela-Bela: Road paving & Storm water X6- Phase 1 | Tech | MIG | R 4,143,405.80 | R - | R 2,004,435.96 | 48% | 48% | R 2,138,969.84 |
| Bela-Bela: Road paving & Storm water X7- Phase 1 | Tech | MIG | R 474,019.00 | R - | R 474,000.00 | 100% | 100% | R 19.00 |
| Bela-Bela: Road paving & Storm water X8- Phase 1 | Tech | MIG | R 262,162.22 | R - | R 262,160.00 | 100% | 100% | R 2.22 |
| Bela-Bela: X6 Intersection | Tech | MIG | R 1,500,000.00 | R - | R - | 0% | 0% | R 1,500,000.00 |
| Bela-Bela: Road Paving X 4, 5, 7 & 8 (Roll-Over) | Tech | MIG | R 2,766,701.79 | R - | R 1,232,751.70 | 45% | 45% | R 1,533,950.09 |
| TOTAL MIG | | | R 27,238,701.79 | R - | R 11,686,346.09 | 43% | 43% | R 15,552,355.70 |
| Supply and install new and faulty water meters (21200H in All Wards) | Tech | WSIG | R 7,031,278.34 | R 2,919,378.04 | R 6,137,152.80 | 87% | 87% | R 894,125.55 |
| WCDM: Installation of Bulk Zone Meters in Bela-Bela Ward 1 to 71 | Tech | WSIG | R 4,000,000.00 | R - | R - | 0% | 0% | R 4,000,000.00 |
| ZMLWTW in Masakhane | Tech | WSIG | R 11,143,721.66 | R 2,435,741.67 | R 8,820,651.88 | 79% | 79% | R 2,323,069.78 |
| Bela-Bela Refurbishment of Bela-Bela water treatment works | Tech | WSIG | R 4,633,347.41 | R - | R - | 0% | 0% | R 4,633,347.41 |
| Refurbishment of the Warmbad Dam | Tech | WSIG | R 8,000,000.00 | R - | R 858,179.65 | 11% | 11% | R 7,141,820.35 |
| Water reticulation in Rapotokwane | Tech | WSIG | R 2,566,652.59 | R - | R - | 0% | 0% | R 2,566,652.59 |
| TOTAL WSIG | | | R 37,375,000.00 | R 5,356,119.70 | R 15,815,984.32 | 42% | 42% | R 21,559,015.68 |
| Electrical Sub-Station-INEP | Tech | INEP | R 8,548,000.00 | R 6,000,000.00 | R 6,000,000.00 | 70% | 70% | R 2,548,000.00 |
| Total | | | R 73,161,701.79 | R 11,356,119.70 | R 33,502,330.41 | 46% | 46% | R 39,659,371.38 |

| Roll Over Projects from 2019_2020 | Department | Funding | Revised Allocation | Monthly expenditure | Expenditure to date | % spent | Physical progress | Unspent budget |
|--|------------|---------|------------------------|-----------------------|-----------------------|------------|-------------------|-----------------------|
| Bela-Bela Bulk sewer outfall line (X8 and future) | Tech | WSIG | R 30,799.85 | R - | R - | 0% | 0% | R 30,799.85 |
| Bela-Bela Refurbishment of old section of water treatment works | Tech | WSIG | R 3,054,349.00 | R 1,293,393.50 | R 2,092,390.50 | 69% | 69% | R 961,958.50 |
| Bela-Bela Recycle grey water for parks and sport facilities | Tech | WSIG | R - | R - | R - | 0% | 0% | R - |
| Upgrade of Bela-Bela Aventura sewer pump station | Tech | WSIG | R 3,775,943.30 | R 1,730,424.53 | R 2,879,095.22 | 76% | 76% | R 896,848.08 |
| Bela-Bela water desalination plant - Rapotokwane | Tech | WSIG | R 5,130,967.98 | R 1,366,401.80 | R 3,962,879.22 | 77% | 77% | R 1,168,088.76 |
| Bela-Bela supply, installation and commissioning of water meters | Tech | WSIG | R 6,549.27 | R - | R - | 0% | 0% | R 6,549.27 |
| TOTAL WSIG | | | R 11,998,609.40 | R 4,390,219.83 | R 8,934,364.94 | 74% | 74% | R 3,064,244.46 |

3. Councillor and board member allowances and employee benefits

Table 13: Councillor Allowances

| DESCRIPTION | BUDGET | SPENT | VARIANCE |
|---------------------|-----------|-----------|----------|
| Councillor salaries | 8 234 976 | 3 771 233 | 346 255 |

Lower spending on the councillor allowance as depicted on table above is as result of upper limit which only get implemented just after the mid-year review. The total budget of R8.2 million already considered the budgeted upper limit which is not yet implemented in the first half of the financial year.

Table 14: Audit committee members

| COMMITTEE MEMBER | DESCRIPTION | AMOUNT |
|------------------|------------------------------|------------------|
| NKE HS RR | Chairperson: Audit Committee | 48,713.11 |
| MABISTELA A | Ordinary Member | 21,555.67 |
| LANKALEBALELA L | Ordinary Member | 7,250.41 |
| NETSHIOMBO | Ordinary Member | 21,555.67 |
| | TOTAL TO DATE | 99,074.59 |

During the first half of the 2020/2021 budget year, Municipality only had four audit committee members.

Table 15: Employee benefits

| Descriptions | Budget | Actual | YTD Variances | YTD variance% |
|-------------------|-------------|------------|---------------|---------------|
| Employee benefits | 149 053 192 | 71 815 786 | 261 810 | 0% |

4. Material variances to the service delivery and budget implementation plan

Municipality Budget and Reporting Regulation require in-year statement to contain material variance to services delivery and budget implementation. These variances have been detailed above under individual budget table relating to either services delivery or budget implementation plan

5. Capital programme performance

MIG (capital projects) actual spent during the 1st six months of the financial year amounts to R 11 million or 45% of the current year budget totals. Based on current spending patterns as well as tenders already awarded, the projected capital expenditure for the 2020/2021 financial year are anticipated to be fully utilised.

The capital projects per directorate and per cost centre will not be discussed any further but more detail about each capital project's performance in the Capital Project Implementation Plan (CPIP) is available for councillors at PMU unit. The CPIP is submitted to Executive Management on a monthly basis where the Municipal Manager monitors progress. The CPIP clearly indicates the planned supply chain processes and the actual performance per capital project (included actual and committed spending).

6. Other supporting documents

a) Progress made on the mSCOA implementation

Bela-Bela Local Municipality has successfully migrated into m-SCOA as from 1st of July 2017. Municipality had for the 2018/2019 and 2019/2020 financial period manage to compile its annual financial statement based on the m-SCOA chart of account.

Challenges were however experienced during the compilation of the 2019/2020 annual financial statement relating to segment not being properly set to allow proper budgeting. Municipality had embarked on project to enhance the credibility of data while transacting on mSCOA.

b) Progress made on the compliance with the minimum competency regulations

Most of the municipal finance officials are attending the accredited courses on the minimum competencies. Some of the affected officials have completed the course during the end of December 2020. The attendee includes all appointed finance interns.

c) The 2020/2021 budget schedule and progress made in achieving the milestone and timelines specified in the circular detailing the compilation of 2020/2021 MTREF

In terms of subsection 16 (1) of the MFMA (Act no 56 of 2003), the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year. In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

Based on the MFMA requirement above, The Municipality has initiated the budget process plan in preparation of 2020/2021 budget. The plan was tabled to council during July 2019 council seating. Municipality has also taken into consideration MFMA budget circular 93.

Proper planning in drafting 2020/2021 budget will ensure accurate and compliance budget is achieved by the municipality.

7. Service delivery performance analysis (Overall SDBIP),

Bela-Bela Local Municipality hereby submits the 2020/2021 Mid-Year Organizational Service Delivery and Budget Implementation Plan (SDBIP) Performance Report to Council in terms of Section 72 (1) (a) (ii) of the Municipal Finance Management Act (MFMA) No 56 of 2003. This report covers the performance information from 01 July 2020 to 31 December 2020. The report further focuses on the implementation of the 2020/2021 SDBIP in conjunction with the 2020/2021 Approved Budget, in relation to the objectives as summarized in the approved 2020/2021 Municipality's Integrated Development and Plan (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its 2020/2021 Integrated Development Plan (IDP), 2020/2021 Budget and 2020/2021 Service Delivery and Budget Implementation Plan (SDBIP).

Furthermore, the report depicts the performance of the Municipality as per the five (5) National Government's Strategic key Performance Areas for local government, which are (1) Basic Service Delivery; (2) Local Economic Development; (3) Municipal Institutional Transformation and Development; (4) Municipal Financial Viability and Management, (5) Good Governance and Public Participation, and (6) Spatial Rationale as added.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area (KPA). Each Key Municipal KPA have number of Municipal Programmes/Key Focus Areas (KFA's) which was deliberately designed by the Bela-Bela Local Municipality to focus its development initiatives in a more coherent and organized manner.

The performance of the municipality during the first half of the financial year taking into account the service delivery targets and performance indicators set in the SDBIP is as follows:

During first half of the 2020/2021 financial year, the overall organizational performance is 71%.

1.1 Legislative Imperative

This 2020/2021 Mid -Year Report Performance Report has been compiled in compliance with the requirements of Section 72 (1) of the Local Government: Municipal Finance Management Act No 56 of 2003; which stipulates as follows:

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 ----

(i) ----

(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) ----

(iv) ----

(b) Submit a report on such assessment to ----

(i) The mayor of the municipality;

(ii) The National Treasury; and

(iii) The relevant provincial treasury.

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players." It is therefore in this regard that the Municipality compiled the 2020/2021 Mid -Year Organizational Performance Report

1.2 The Service Delivery and Budget Implementation Plan

The Organizational Performance is evaluated by means of a Municipal Scorecard (Top Layer SDBIP) at organizational level and through the Service Delivery, Budget and Implementation Plan (SDBIP) at departmental levels.

The SDBIP is a plan that converts the IDP and Annual Budget into measurable operational targets on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to Departments and/or Divisions to deliver the services in terms of the IDP and Budget:

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the Budget /IDP processes.

The SDBIP was prepared as described in the paragraphs below and approved by the Mayor. The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology as depicted in Table 1 below:

| Colour Legend | Category | Explanation |
|---------------|------------------------|--|
| | KPI Not Yet Measured | KPIs with no Targets or Actual results for the selected period |
| | KPI Withdrawn | KPI withdrawn for whatsoever reason |
| | KPI Not Met | Actual vs Target Less than 75% |
| | KPI Almost Met | Actual vs Target between 75% and 100% |
| | KPI Met | Actual vs Target 100% Achieved |
| | KPI Met Well | Actual vs Target More Than 100% and Less Than 150% Achieved |
| | KPI Extremely Met Well | Actual vs Target More Than 150% |

1.3 Planned Targets versus the 2020/2021 Mid-Year Actual Performance as aligned to the National Key Performance Areas

This section of the 2020/2021 Mid - Year Performance Service Delivery and Budget Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's IDP. Due to the fact that the Municipality has aligned its KPAs to the Six (6) National KPA's the Bela-Bela Local Municipality will report as such.

1.4 Explanation on calculating of the 2020/2021 Mid - Year Actual Performances

The calculations were done in accordance with the following six (6) Departments within the Municipality, viz:

- a) Office of the Municipal Manager;
 - Internal Audit Unit;
 - Risk Management Unit and
 - Communications and Public Participation
- b) Budget and Treasury;
- c) Corporate Services; Social and Community Services;
- d) Planning and Economic Development; and
- e) Technical Services

All the percentages under the column on 2020/2021 actual performance were added together per Department and divided by the number of indicator planned to be performed by that particular Department.

In instances where the 2020/2021 First Mid-Year Performance Target was any figure other than 100%, the figure indicated as achievement under the column for Actual Performance was then divided by that under the 2020/2021 First Quarter Target Column and multiplied by 100 to get the actual percentage achieved, which is indicated in a bracket in most instances.

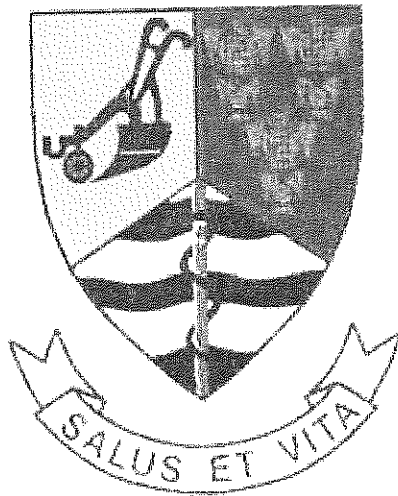
The totals from all the Departments were then averaged to arrive at the Organizational Score.

.....
SM MAKHUBELA

MUNICIPAL MANAGER

.....
DATE

BELA-BELA LOCAL MUNICIPALITY



2020/2021 MID-YEAR SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN REPORT

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ACRONYMS AND TERMS

The report contains information which is at times presented in abbreviations and terms, therefore for the purpose of this report the terms and acronyms below bear the following meaning:

| | |
|-----------|--|
| MFMA | Municipal Finance Management Act No 56 of 2003 |
| MSA | Municipal System Act No 32 of 2000 |
| SDBIP | Service Delivery and Budget Implementation Plan |
| IDP | Integrated Development Plan |
| PMS | Performance Management System |
| NKPA | National Key Performance Areas |
| KPA | Key Performance Area |
| KPI | Key Performance Indicators |
| UoM | Unit of Measurement |
| S.M.A.R.T | Specific, Measurable, Attainable, Realistic and Timely |
| BBLM | Bela-Bela Local Municipality |
| WTW | Water Treatment Works |
| WWTW | Waste Water Treatment Works |
| AGSA | Auditor General of South Africa |
| MPAC | Municipal Public Accounts Committee |
| AFS | Annual Financial Statements |
| APR | Annual Performance Report |
| AR | Annual Report |
| FMB | Financial Misconduct Board |
| CoGHSTA | Cooperative Governance, Human Settlement and Traditional Affairs |
| CoGTA | Cooperative Governance and Traditional Affairs |
| HRM | Human Resource Management |
| HRD | Human Resource Development |
| WSP | Workplace Skill Plan |
| LGSETA | Local Government Sector Education Training Authority |
| LLF | Local Labour Forum |
| ICT | Information and Communication Technology |
| PED | Planning and Economic Development |
| LED | Local Economic Development |
| SDF | Spatial Development Framework |
| LUMS | Land Use Management Scheme |
| SPLUMA | Spatial Planning and Land Use Management Act No16 of 2013 |
| FY | Financial Year |

| | |
|-------|---|
| MVA | Mega Voltage Amps |
| MIG | Municipal Infrastructure Grant |
| INEP | Integrated National Electrification Programme |
| WSIG | Water Services Infrastructure Grant |
| EEDSM | Energy Efficiency Demand Side Management |

1. Introduction

Bela-Bela Local Municipality hereby submits the 2020/2021 Mid-Year Organizational Service Delivery and Budget Implementation Plan (SDBIP) Performance Report to Council in terms of Section 72 (1) (a) (ii) of the Municipal Finance Management Act (MFMA) No 56 of 2003. This report covers the performance information from 01 July 2020 to 31 December 2020. The report further focuses on the implementation of the 2020/2021 SDBIP in conjunction with the 2020/2021 Approved Budget, in relation to the objectives as summarized in the approved 2020/2021 Municipality's Integrated Development and Plan (IDP).

This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its 2020/2021 Integrated Development Plan (IDP), 2020/2021 Budget and 2020/2021 Service Delivery and Budget Implementation Plan (SDBIP). Furthermore, the report depicts the performance of the Municipality as per the five (5) National Government's Strategic key Performance Areas for local government, which are (1) Basic Service Delivery; (2) Local Economic Development; (3) Municipal Institutional Transformation and Development; (4) Municipal Financial Viability and Management, (5) Good Governance and Public Participation, and (6) Spatial Rationale as added.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area (KPA). Each Key Municipal KPA have number of Municipal Programmes/Key Focus Areas (KFA's) which was deliberately designed by the Bela-Bela Local Municipality to focus its development initiatives in a more coherent and organized manner.

The performance of the municipality during the first half of the financial year taking into account the service delivery targets and performance indicators set in the SDBIP is as follows:

During first half of the 2020/2021 financial year, the overall organizational performance is 71%.

1.1 Legislative imperative

This 2020/2021 Mid -Year Report Performance Report has been compiled in compliance with the requirements of Section 72 (1) of the Local Government: Municipal Finance Management Act No 56 of 2003; which stipulates as follows:

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 ----

(i) ----

(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) ----

(iv) ----

(b) Submit a report on such assessment to ----

(i) The mayor of the municipality;

(ii) The National Treasury; and

(iii) The relevant provincial treasury.

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players." It is therefore in this regard that the Municipality compiled the 2020/2021 Mid -Year Organizational Performance Report

1.2 The Service Delivery and Budget Implementation Plan

The Organizational Performance is evaluated by means of a Municipal Scorecard (Top Layer SDBIP) at organizational Implementation Plan (SDBIP) at departmental levels. The SDBIP is a plan that converts the IDP and Annual Budget into measurable operational targets on how, where and when the strategies, objectives and normal business process of the municipality is implemented. Divisions to deliver the services in terms of the IDP and Budget:

The MFMA Circular No. 13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the Budget /IDP processes.

The SDBIP was prepared as described in the paragraphs below and approved by the Mayor. The overall assessment of actual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology as depicted in Table 1 below:

TABLE 1: COLOUR LEGEND

| Colour Legend | Category | Explanation |
|----------------------|------------------------|--|
| | KPI Not Yet Measured | KPIs with no Targets or Actual results for the selected period |
| | KPI Withdrawn | KPI withdrawn for whatsoever reason |
| | KPI Not Met | Actual vs Target Less than 75% |
| | KPI Almost Met | Actual vs Target between 75% and 100% |
| | KPI Met | Actual vs Target 100% Achieved |
| | KPI Met Well | Actual vs Target More Than 100% and Less Than 150% Achieved |
| | KPI Extremely Met Well | Actual vs Target More Than 150% |

1.3 Planned Targets versus the 2020/2021 Mid-Year Actual Performance as aligned to the National Key Performance Areas

This section of the 2020/2021 Mid - Year Performance Service Delivery and Budget Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's IDP. Due to the fact that the Municipality has aligned its KPAs to the Six (6) National KPA's the Bela-Bela Local Municipality will report as such

1.4 Explanation on calculating of the 2020/2021 Mid - Year Actual Performances

The calculations were done in accordance with the following six (6) Departments within the Municipality, viz:

- f) Office of the Municipal Manager;
 - Internal Audit Unit;
 - Risk Management Unit;
 - IDP;
 - PMS and
 - Communications and Public Participation
- g) Budget and Treasury;
- h) Corporate Services;
- i) Social and Community Services;
- j) Planning and Economic Development; and
- k) Technical Services

All the percentages under the column on 2020/2021 actual performance were added together per Department and divided by the number of indicator planned to be performed by that particular Department.

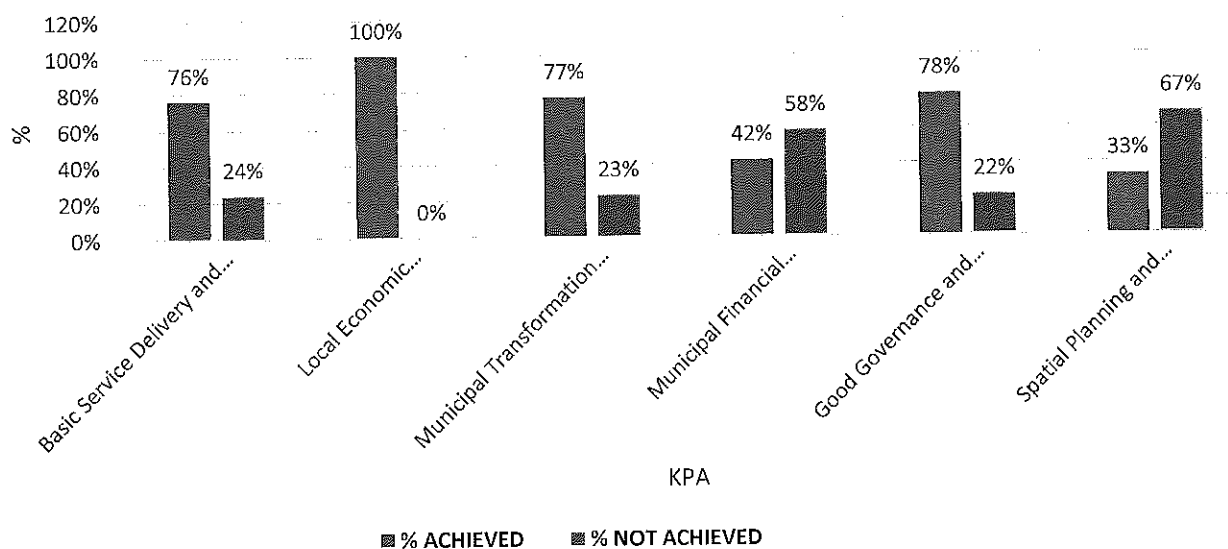
In instances where the 2020/2021 First Mid-Year Performance Target was any figure other than 100%, the figure indicated as achievement under the column for Actual Performance was then divided by that under the 2020/2021 First Quarter Target Column and multiplied by 100 to get the actual percentage achieved, which is indicated in a bracket in most instances.

The totals from all the Departments were then averaged to arrive at the Organizational Score.

1.5 Summary of Performance Indicators per Key Performance Areas:

| No. | KEY PERFORMANCE AREA | TOTAL TARGETS | NOT APPLICABLE | ACHIEVED | NOT ACHIEVED | % ACHIEVED |
|--------------|--|---------------|----------------|-----------|--------------|------------|
| 1. | Basic Service Delivery and Infrastructure Development | 40 | 2 | 29 | 9 | 76% |
| 2. | Local Economic Development | 4 | 2 | 2 | 0 | 100% |
| 3. | Municipal Transformation and Institutional Development | 15 | 2 | 10 | 3 | 77% |
| 4. | Municipal Financial Viability and Management | 17 | 5 | 5 | 7 | 42% |
| 5. | Good Governance and Public Participation | 28 | 10 | 14 | 4 | 78% |
| 6. | Spatial Planning and Rationale | 8 | 5 | 1 | 2 | 33% |
| TOTAL | | 112 | 26 | 61 | 25 | 71% |

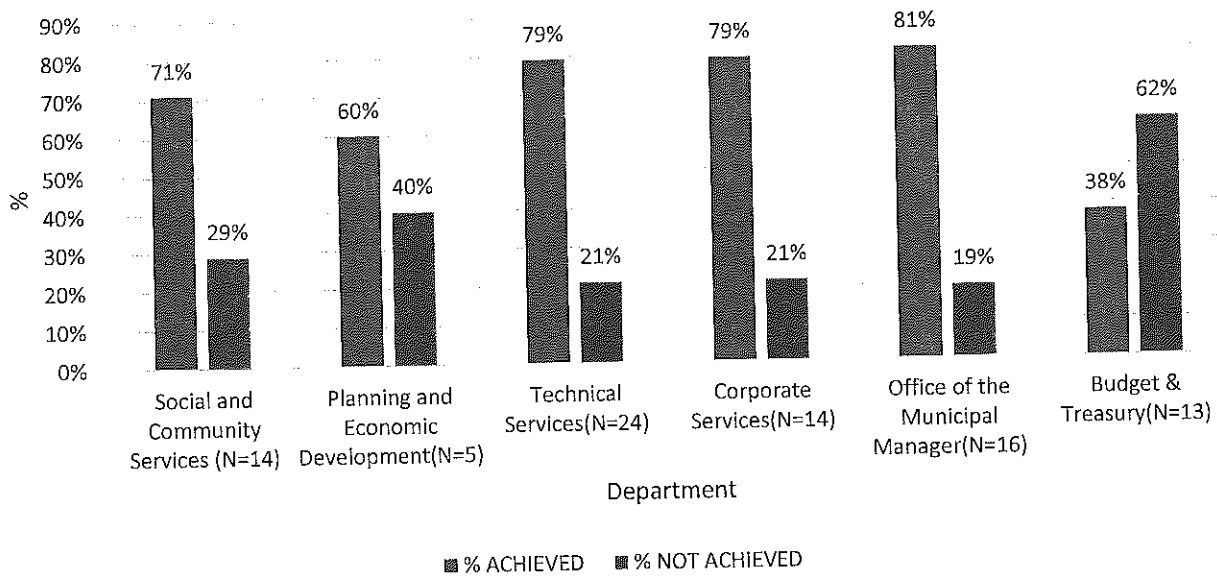
GRAPHICAL REPRESENTATION PER KPA:



1.6 Summary of Performance Indicators per Department:

| No. | DEPARTMENT | TOTAL TARGETS | NOT APPLICABLE | ACHIEVED | NOT ACHIEVED | % ACHIEVED |
|---------------|-----------------------------------|---------------|----------------|-----------|--------------|------------|
| 1. | Social and Community Services | 14 | 0 | 10 | 4 | 71% |
| 2. | Planning and Economic Development | 12 | 7 | 3 | 2 | 60% |
| 3. | Technical Services | 26 | 2 | 19 | 5 | 79% |
| 4. | Corporate Services | 17 | 3 | 11 | 3 | 79% |
| 5. | Office of the Municipal Manager | 26 | 10 | 13 | 3 | 81% |
| 6. | Budget & Treasury | 17 | 4 | 5 | 8 | 38% |
| TOTALS | | 112 | 26 | 61 | 25 | 71% |

GRAPHICAL REPRESENTATION PER DEPARTMENT:



2. Key Performance Indicators for the Financial Year 2020/2021

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|--|-----------------|----------|---|--|--|---|---|--|--------------------------------|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Supply and install new and faulty water meters | Number of new water meters installed in Bela-Bela X9 by 30 June 2021 | # | KPI 11 | 1200 households in Bela-Bela Ext: 9 requiring water meters to bill for water consumption and increase revenue | 1200 New water meters installed in Bela-Bela Ext 9 | 600 New water meters installed in Bela-Bela X9 | Not Achieved. 311 New water meters were installed in Bela-Bela X9 | Delays in identification of connection due to invisibility. | Expedite progress to achieve Annual targets. | Completed and signed Job Cards | Technical Services | |

| | | | | | | | | | | | | | |
|---|--|--|---|---|-------|--|---|--|---|--|--|---|--------------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Bela-Bela: Water Conservation and Demand Management (WCDM): Installation of Bulk Zonal Meters in Bela-Bela Town & Township and Installation of Counter Bulk Meters on all Magalies Draw Points | Percentage of the work completed as measured according to the PPII for the Bela-Bela: Water Conservation and Demand Management (WCDM): Installation of Bulk Zonal Meters in Bela-Bela Town & Township and Installation of Counter Bulk Meters on all Magalies Draw Points by 30 June 2021 | % | KP 12 | There is a need to account for huge water losses in various zones of the Bela-Bela Water Network, and also ensure accuracy of the billing for bulk water supply from Magalies water while also determining possible water losses between the draw-off point and bulk metering. | 100% of the work completed as measured according to the PPII for the Bela-Bela: Water Conservation and Demand Management (WCDM): Installation of Bulk Zonal Meters in Bela-Bela Town & Township and Installation of Counter Bulk Meters on all Magalies Draw Points | 20% (Detailed Design Report and Drawings approved) | Not Achieved 15% (Finalized Designs completed Drawings approved) | Designs are complete, pending presentation/engagement before approval. | Expedite progress to achieve 3rd quarter target. | Appoint the Consulting Engineers, Designs approval Letter; Contractors appointments Letter; Quarterly progress report and Completion Certificate. | Technical Services |
|---|--|--|---|---|-------|--|---|--|---|--|--|---|--------------------|

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|---|--|-----------------|----------|--|---|--|--|------------------------|---------------------|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Masakhane: New 1ML WTW | Percentage of the work completed as measured according to the PPII for the Masakhane : New 1ML WTW by 30 June 2021 | % | KP I 3 | Water sourced from Boreholes in Masakhane has high nitrate content which must be purified to improve its drinking quality to be in line with SANS 241. | 90% of the work completed as measured according to the PPII for the Masakhane : New 1ML WTW | 60% (Construction Stage at 20 - 30%) | Achieved 85% (Construction Stages at 70-80%) | None | None | Contractor's appointment Letter; Quarterly progress report and Completion Certificate. | Technical Services | |
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Bela-Bela: Refurbishment of Warmbad Dam | Percentage of the work completed as measured according to the PPII for the Bela-Bela: Refurbishment of the Warmbad Dam by 30 June 2021 | % | KP I 4 | There is a need to refurbish the inlet works of the Dam and improve the road to access the dam. | 60% of the work completed as measured according to the PPII for the Bela-Bela: Refurbishment of the Warmbad Dam | 20% (Detailed Design Report and Drawings approved) | Achieved 30% (Tender Advertised) | None | None | Designs approval Letter; Contractor's appointment Letter; Quarterly progress. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|---|-----------------|----------|--|--|--|--|------------------------|--|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Rapotokwane: Water Augmentation and reticulation | Percentage of the work completed as measured according to the PPII for the Rapotokwane: Water Augmentation and reticulation by 30 June 2021 | % | KP I 5 | There are drastic bulk water supply shortages in Rapotokwane, and a reticulation backlog in some parts of the village. Therefore there is a need to augment bulk water supply and reticulate areas with a backlog. | 45% of the work completed as measured according to the PPII for the Rapotokwane: Water Augmentation and reticulation | N/A | N/A | N/A | N/A | Designs approval Letter; Contractor's appointments Letter. | Technical Services | |
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Water | Percentage of formal households to be provided with basic level of water by 30 June 2021 | % | KP I 6 | 9 090 formal households were provided with basic level of water. | 100% (9 090 formal households to be provided with basic level of water) | 100% (9 090 formal households to be provided with basic level of water). | 100% (9 090 formal households to be provided with basic level of water). | Error in set targets | Correct numbers during mid-year review | Billing Report | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|-------------------|--|-----------------|----------|--|---|---|--|--|--|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Water | Percentage of informal households to be provided with basic level of water by 30 June 2021 | % | KPI 17 | 4 269 Number of Informal HH were provided with relief level of water | 100% (4 269 informal households to be provided with basic level of water) | 100% (4 269 informal households to be provided with basic level of water) | 4 269 informal households provided with basic level of water | The additional 24% difference (1028 informal households) is caused by the addition of other informal settlements during the Covid-19 pandemic. | Revise numbers during the mid-year review. | Report on informal settlements and villages & Councilors signed Affidavits | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|-------------------|---|-----------------|----------|--|---|--|--|------------------------|--|-------------------|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Water | Percentage of non-residential properties (business, churches, schools & hospitals) provided with access to basic level of water by 30 June 2021 | % | KPI 8 | 421 Number of non-residential properties (business, churches, schools & hospitals) were provided with access to basic level of water. | 100% (421 non-residential properties (business, churches, schools & hospitals) to be provided with basic level of water | 100% (421 non-residential properties (business, churches, schools & hospitals) to be provided with basic level of water) | 421 Number of non-residential properties (business, churches, schools & hospitals) were provided with access to basic level of water. | Error in set targets | Correct numbers during mid-year review | Billing Report | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|--|-----------------|----------|--|--|--|--|--|--|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Bela-Bela: Upgrading and Refurbishment of the Waste Water Treatment Works (WWTW) | Percentage of the work completed as measured according to the PPII for the Bela-Bela: Upgrading and Refurbishment of the Waste Water Treatment Works (WWTW) by 30 June 2021. | % | KPI 19 | The Bela-Bela WWTW is under capacitated due to the rapid growth with additional households connected to the sewer network. There is a need to upgrade the works. | 45% of the work completed as measured according to the PPII for the Bela-Bela: Upgrading and Refurbishment of the Waste Water Treatment Works (WWTW) | 20% (Detailed Design Report and Drawings approved) | Not Achieved 5% (Appointment of Consulting Engineers) | Delayed approval of the Business Plan and Technical Report by the Department of Water and Sanitation | Review budget and performance targets during the mid-term review. Further on, expedite progress once the BP and TR are approved. | Tender advertisement, Designs approval Letter, Contractor's appointments Letter. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|-------------------|--|-----------------|----------|--|--|--|---|---|--|-------------------|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Sanitation | Percentage of formal households with access to basic level of Sanitation by 30 June 2021 | % | KPI 10 | 9 548 formal HH were provided with access to basic level of Sanitation | 100% (9 548 formal HH to be provided with access to basic level of Sanitation) | 100% (9 548 formal HH to be provided with access to basic level of Sanitation) | 99.87% (9 536 formal HH) to be provided with access to basic level of Sanitation) | The 0.13% less difference (12 formal HH) is caused by the change in the billing profile of the Municipality as it is continuously cleaned and there is old customers cancelling accounts and other new accounts being opened. | Propose and adopt a range of the % acceptable as being achieved. | Billing report | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|-------------------|---|-----------------|----------|---|--|---|--|---|--|-------------------|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Sanitation | Percentage of non-residential properties (business, churches, schools & hospitals) to be provided with access to basic level of sanitation by 30 June 2021. | % | KPI 11 | 316 Number of non-residential properties (business, churches, schools & hospitals) were provided with access to basic level of sanitation | 100% (316 non-residential properties (business, churches, schools & hospitals) to be provided with access to basic level of sanitation | 100% (316 non-residential properties (business, churches, schools & hospitals) to be provided with access to basic level of sanitation) | 99.68% (315 non-residential properties (business, churches, schools & hospitals) were provided with access to basic level of sanitation) | The 0.32% less difference (1 non-residential properties) is caused by the change in the billing profile of the Municipality as it is continuously cleaned and there is old customers cancelling accounts and other new accounts being opened. | Propose and adopt a range of the % acceptable as being achieved. | Billing report | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|--|-----------------|----------|--|---|---|--|------------------------|---------------------|---|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Bela-Bela Spa Park: Storm-water | Percentage of the work completed as measured according to the PPII for the Bela-Bela Spa Park: Storm-water by 31 December 2020 | % | KPI 12 | Under capacitated storm-water drainage system in Spa Park. | 100% of the work completed as measured according to the PPII for the Bela-Bela Spa Park: Storm-water | 100% (Completion of the works and handover) | Achieved 100% (Completion of the works and handover) | None | None | Quarterly progress report and Completion Certificate. | Technical Services | |
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Bela-Bela Ext 5 & Hostel view: Road paving & storm water | Number of kilometers of road constructed and surfaced with concrete interlocking paving blocks in Bela-Bela Ext 5 & Hostel view by 31 December 2020. | # | KPI 13 | A backlog of 108km of roads exists | 3,5 kilometers of road constructed and surfaced with concrete interlocking paving blocks in Bela-Bela Ext 5 & Hostel view | 3,5 kilometers of road constructed and surfaced with concrete interlocking paving blocks in Bela-Bela Ext 5 & Hostel view | Achieved 3,5km Road constructed and surfaced with concrete interlocking paving blocks in Bela-Bela Ext 5 & Hostel view | None | None | Quarterly progress report and Completion Certificate. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|------------------------------------|---|-----------------|----------|---|---|--|---|--|--|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Bela-Bela Ext 6: R101 Intersection | Percentage of the work completed as measured according to the PPII for the Bela-Bela Ext 6: R101 Intersection by 30 June 2021 | % | KPI 14 | The entrance into Bela-Bela X6 is informal and unsafe for road users as it crosses the rail way and intersects with the R101. | 45% of the work completed as measured according to the PPII for the Bela-Bela Ext 6: R101 Intersection. | 20% (Detailed Design Report and Drawings approved) | 60% Achieved (15% Preliminary Design completed Drawings approved) | Designs are complete, pending presentation/engagement which is also delayed by delays to approve wayleave applications by Transnet and SANRAL. | Expedite progress to achieve 3rd quarter target. | Tender advertisement, Designs approval Letter; Contractor's appointment Letter | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|--|-----------------|----------|------------------------------------|---|--|---------------------------------|------------------------|---------------------|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Bela Bela Ext 6: Road paving & Storm water - Phase 1 | Number of kilometers of road constructed and surfaced with concrete interlocking paving blocks in Bela-Bela Ext 5 & Hostel view by 30 June 2021. | # | KPI 15 | A backlog of 108km of roads exists | 0.658km of road constructed and surfaced with concrete interlocking paving blocks in Bela-Bela Ext 5 & Hostel view. | Q1: 45% (Appointment of the Contractor) Q2: 0.658km of earthworks completed | 0.658km of earthworks completed | None | None | Designs approval Letter; Contractor's appointments Letter; Quarterly progress report and Completion Certificate. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|---|-----------------|----------|------------------------------------|--|--|--|------------------------|---------------------|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Bela-Bela Ext 7: Road paving & Storm water - Phase 1 | Percentage of the work completed as measured according to the PPII for the Bela-Bela Ext 7: Road paving & Storm water - Phase 1 by 30 June 2021 | % | KPI 16 | A backlog of 108km of roads exists | 45% of the work completed as measured according to the PPII for the Bela-Bela Ext 7: Road paving & Storm water - Phase 1 | 20% (Detailed Design Report and Drawings approved) | 20% (Detailed Design Report and Drawings approved) | None | None | Tender advertisement, Designs approval Letter; Contractor's appointment Letter | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|--|---|-----------------|----------|--|--|--|---|------------------------|---------------------|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Bela-Bela Ext 8: Road paving & Storm water - Phase 1 | Percentage of the work completed as measured according to the PPII for the Bela-Bela Ext 8: Road paving & Storm water - Phase 1 by 30 June 2021 | % | KPI 17 | A backlog of 108km of roads exists | 45% of the work completed as measured according to the PPII for the Bela-Bela Ext 8: Road paving & Storm water - Phase 1 | 20% (Detailed Design Report and Drawings approved) | Approved 20% (Detailed Design Report and Drawings approved) | None | None | Tender advertisement, Designs approval Letter; Contractor's appointment Letter | Technical Services | |
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Bela-Bela Ext 9: Electrification of Households - Phase 2 | Number of households connected with electricity supply in Bela-Bela X9 by 31 March 2021 | # | KPI 18 | 200 Households were connected with electricity supply and another 700 remain as backlog in Bela-Bela X9. | 503 of households connected with electricity supply in Bela-Bela X9. | N/A | N/A | N/A | N/A | Completion Certificate | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|-------------------|---|-----------------|----------|---|--|---|---|---|--|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Electricity | Percentage of formal households to be provided with access to basic level of Electricity by 30 June 2021. | % | KPI 19 | 10 284 households were provided with access to basic level of Electricity | 100% (10 284 formal households to be provided with access to basic level of Electricity) | 100% (10 284 formal households to be provided with access to basic level of Electricity). | Assessed 100% (10 284 formal households) are provided with access to basic level of Electricity | The additional 3.9% difference (508 formal households) is caused by the change in the billing profile of the Municipality as it is continuously cleaned and there is old customers cancelling accounts and other new accounts being opened. | Propose and adopt a range of the % acceptable as being achieved. | Billing Report for conventional meters and Prepaid reports | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|-------------------|---|-----------------|----------|--|---|---|-----------------|---|--|--|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure and Services | Electricity | Percentage of non-residential properties to be provided with access to electricity by 30 June 2021. | % | KPI 20 | 1 209 non-residential properties provided with access to electricity | 100% (1 209 non-residential properties to be provided with access to electricity) | 100% (1 209 non-residential properties to be provided with access to electricity) | | The additional 51.7% difference (373 non-residential properties) is caused by the change in the billing profile of the Municipality as it is continuously cleaned and there is old customers cancelling accounts and other new accounts being opened. | Propose and adopt a range of the % acceptable as being achieved. | Billing Report for conventional meters and Prepaid reports | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--|---------------------------------------|--|-----------------|----------|--------------------|--|--|--|------------------------|---------------------|---|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Procurement of a Cable fault detector | Number of cable fault detector procured by 30 June 2021. | # | KPI 21 | 0 | 1 x Cable fault detector procured | Tender advertisement and appointment of service provider | Achieved 1 x Cable fault detector procured and delivered | None | None | Tender advertisement, Appointment letter of Service provider, Invoice and Delivery note | Technical Services | |
| Basic Service Delivery and Infrastructure Development | Resource Management of Infrastructure Services | Public Lighting | Number of Energy Efficiency Demand Side Management (EEDSM) Programme: Bela-Bela - Replacement of HPS Street Lights with LED Luminaires by 31 December 2020 | # | KPI 22 | 0 | 400 HPS Street Lights replaced with LED Luminaires | 200 HPS Street Lights replaced with LED Luminaires | Achieved 200 HPS Street Lights replaced with LED Luminaires | None | None | Job Cards | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|---|--------------------------------|--|-----------------|----------|---|---|--|---|---|---|---|-------------------------------|------------|
| Basic Service Delivery and Infrastructure | To promote the welfare of the community | Waste Management and Cleansing | Number of mass refuse containers procured by 31 December 2020 | # | KPI 23 | 15x mass refuse containers to be procured. | 20 x mass refuse containers to be procured. | Q1: Tender advertisement and appointment of service provider Q2: Delivery of 20 x mass refuse containers | Not monitored | Budgetary constraint | Target be reviewed and deferred to the 2021/2022 FY | Tender advertisement, Appointment letter of Service provider, Invoice and Delivery note | Social and Community Services | |
| Development | To promote the welfare of the community | Waste Management and Cleansing | Percentage of formal households with access to Solid Waste Removal by 30 June 2021 | % | KPI 24 | 100% (9 189 HH) with access to Solid Waste Removal) | 100% (9 189 HH) with access to Solid Waste Removal) | 100% (9 189 HH) with access to Solid Waste Removal) | Achieved 100% (9444 HH) with access to Solid Waste Removal) | 100.5% (9444 HH with access to Solid Waste Removal) | Addional HH identified during the quarter and provided with services. | Collection Schedule and billing report | Social and Community Services | |
| Basic Service Delivery and Infrastructure Development | To promote the welfare of the community | Waste Management and Cleansing | Percentage of informal households with access to waste collection by 30 June 2021 | % | KPI 25 | 100% (3 088HH) with access to Solid Waste Removal) | 100% (3 088HH) with access to Solid Waste Removal) | 100% (3 088HH) with access to Solid Waste Removal) | Achieved 100% (3 088HH) with access to Solid Waste Removal) | None | None | Collection Schedule | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|---|--------------------------------|---|-----------------|----------|---|---|---|---|---|-----------------------|--|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | To promote the welfare of the community | Waste Management and Cleansing | Percentage of non-residential properties (business, Schools & Hospital) with access to waste collection by 30 June 2021 | % | KPI 26 | 100% 352 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection | 100% 352 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection | 100% 352 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection | 100% 352 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection | Business closed down due to the outbreak of the COVID-19 pandemic | Target to be reviewed | Collection Schedule and billing report | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|---|-----------------|----------|---|--|--|--|------------------------|---------------------|--|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Waste Management and Cleansing | Number of messages of awareness on waste management by 30 June 2021 | # | KPI 27 | 3x Waste Management awareness campaigns conducted | 4 x messages of awareness on waste management through distribution of pamphlets, messages on municipality's statement of account and website on waste management | 2 x messages of awareness on waste management through distribution of pamphlets, messages on municipality's statement of account and website on waste management | 4 messages of awareness on waste management through distribution of pamphlets, messages on municipality's statement of account and website on waste management | None | None | Social media statement, pamphlet, municipal year's statement of account and website. | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|---|-----------------|----------|--|---|--|-----------------|---|--|--|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Waste Management and Cleansing | Number of illegal dumping areas transformed into aesthetically landscaped areas by 30 June 2021 | # | KPI 28 | 1 X illegal dumping areas transformed into aesthetically landscaped area | 2 X illegal dumping areas transformed into aesthetically landscaped areas | 1 X illegal dumping area to be transformed into aesthetically landscaped area (Next to Sedibeng Bar) | Not achieved | Community vandalized the area to be transformed and could not complete transformation | Target to be reviewed and the transformation of the Sedibeng bar will be done in the third quarter | Reports on transformed illegal dumping sites into aesthetically landscaped areas and photos of before and after. | Social and Community Services | |
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Waste Management and Cleansing | Number of Landfill Site permit Audit report conducted by 30 June 2021 | # | KPI 29 | 5 X Landfill Site Audit Reports | 5 X Landfill Site Audit Reports | 2 X Landfill Site Audit Reports | Not achieved | None | None | Audit Reports on Landfill site | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|-----------------------------------|--|-----------------|----------|---|--|--|--|---|-------------------------|---|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Waste Management and Cleansing | Number of Waste Minimization Initiatives to be conducted by 30 June 2021 | # | KPI 30 | 1 X Waste Minimization Initiative conducted | 2 X Waste Minimization Initiatives to be conducted by 30 June 2021 (Keep Bela-Clean, Creative Arts initiative with Primary Schools and Good-Green Deeds campaign.) | 1 X Waste Minimization Initiative conducted (Keep Bela-Clean, Creative Arts initiative with Primary Schools) | Achieved Waste Minimization Initiative conducted by 30 June 2021 (Keep Bela-Clean, Creative Arts initiative with Primary Schools) | None | None | Reports | Social and Community Services | |
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Protection and emergency services | Number of road blocks conducted by June 2021 | # | KPI 31 | 27X Road blocks conducted | 36 X Road blocks to be conducted | 18 X Road blocks conducted | Achieved 18 X Road blocks conducted | Road Blocks limited due to COVID compulsory closure of the office | Deferred to 3rd quarter | Schedule, Staff signed attendance Registers and Reports | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--|--|-----------------|----------|--|---|---|--|---|---|---|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Protection and emergency services | Number of messages on road safety awareness by 30 June 2021 | # | KPI 32 | 2X Road safety awareness campaigns conducted | 2 x messages of road safety awareness through distribution of pamphlets, messages on municipality's statement of account and municipality's website | 1 x messages of road safety awareness through distribution of pamphlets, messages on municipality's statement of account and municipality's website | Not Achieved | Statement of account statement could not be issued in time. | Target to be reviewed in terms of POE's to be provided. | Newspaper articles, Social media statement, pamphlet, municipalit y's statement of account and website | Social and Community Services | |
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | The Bela-Bela Extension of existing grave yard | Percentage of the work completed as measured according to the PPII for the Bela-Bela Extension of existing grave yard by 30 June 2021. | % | KPI 33 | Current gravesite reaching full capacity | 100% of the work completed as measured according to the PPII for the Bela-Bela Extension of existing grave yard by 30 June 2021 | 45% (Appointment of Contractor) | Achieved 45% (Appointment of Contractor) | None | None | Designs approval Letter; Contractor's appointment Letter; Quarterly progress report and Completion Certificate. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|---|-----------------|----------|---|---|---|---|------------------------|---------------------|---|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Percentage of the work completed as measured according to the PPII for the Bela-Bela Spa Park: Development of sports facilities by 31 December 2020 | % | KPI 34 | Insufficient sport facility in Spa Park | 100% of the work completed as measured according to the PPII for the Bela-Bela Spa Park: Development of sports facilities | 100% (Completion of the works and handover) | 100% (Completion of the works and handover) | None | None | Quarterly progress report and Completion Certificate. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|--|-----------------|----------|--|---|---|--|-----------------------------------|--|---|--------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Percentage of the work completed as measured according to the PPII for the Bela-Bela Leseding Development of sports facilities by 30 June 2021 | % | KPI 35 | Insufficient Sporting facility in Leseding | 45% of the work completed as measured according to the PPII for the Bela-Bela Leseding Development of sports facilities | 5% (Appointment of Consulting Engineers) | Achieved 30% (Tender advertised) | None | None | Appointment Letter of the Consulting Engineers, Designs approval Letter; Contractors' appointment Letter; | Technical Services | |
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Percentage of the work completed as measured according to the PPII for the Bela-Bela Moloto Street Stadium by 31 September 2020 | % | KPI 36 | Insufficient Sporting facilities in Bela-Bela township (Roll-over project) | 100% of the work completed as measured according to the PPII for the Bela-Bela Moloto Street Stadium | 100% (Completion of the works and handover) | Not Achieved 35% (Finalised Completion of the works (Stage 1st)) | Delays due to cashflow challenges | Address the snag list within the 1st month of the 2nd Quarter. | Quarterly progress report and Completion Certificate. | Technical Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|--|-----------------|----------|--------------------------------|---|--|--|------------------------|---------------------|-----------------------------------|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Number of community halls maintained (Spa Pak Community Hall, Jinnah Park Community Hall, Bela-Bela Community Hall, Multi-Purpose Center & Pienaarstrivier Community Hall) by 30 June 2021 | # | KPI 37 | 5 X Community Halls maintained | 5 X community halls to be maintained (Spa Pak Community Hall, Jinnah Park Community Hall, Bela-Bela Community Hall, Multi-Purpose Center & Pienaarstrivier Community Hall) 2021 | 5 X Community Halls maintained (Spa Pak Community Hall, Jinnah Park Community Hall, Bela-Bela Community Hall, Multi-Purpose Center & Pienaarstrivier Community Hall) | 5 X Community Halls maintained (Spa Pak Community Hall, Jinnah Park Community Hall, Bela-Bela Community Hall, Multi-Purpose Center & Pienaarstrivier Community Hall) | None | None | Schedule and Maintenance Register | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|---|-----------------|----------|---------------------------|---|--|--|------------------------|---------------------|-----------------------------------|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Number of cemeteries maintained by 30 June 2021 | # | KPI 38 | 4 X cemeteries maintained | 4x Cemeteries to be maintained (Warm baths cemetery Mokoena Street Luna Street cemetery, Luna Street Cemetery & Masakhane Cemetery) | 4x Cemeteries to be maintained (Warmbaths cemetery Mokoena Street Luna Street Cemetery & Masakhane Cemetery) | 4x Cemeteries maintained (Warmbaths cemetery Mokoena Street Luna Street Cemetery & Masakhane Cemetery) | None | None | Schedule and Maintenance Register | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|--|-----------------|----------|-----------------------------------|---|---|---|------------------------|---------------------|-----------------------------------|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Number of Sports facilities maintained by 30 June 2021 | # | KPI 39 | 13 X Sports facilities maintained | 13 X Sports facilities maintained (Bela-high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier & Rapotokwane) | 12 X Sports facilities maintained (Bela-high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane & Moloto) | 12 X Sports facilities maintained (Bela-high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane & Moloto) | None | None | Schedule and Maintenance Register | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|---|--------------------------------------|--------------------------------|--|-----------------|----------|---------------------|--|---|--|------------------------|---------------------|-----------------------------------|-------------------------------|------------|
| Basic Service Delivery and Infrastructure Development | Promote the welfare of the community | Parks and Community facilities | Number of parks maintained by 30 June 2021 | # | KPI 40 | 8X parks maintained | 8X parks to be maintained (Parks in town, Mabusela Street park, Leseding Park, bulbulia street park, Grobler street park, Miles Street park, Oosthuizen Street park, Woodpacker Street park) | 8X parks to be maintained. (Parks in town, Mabusela Street park, Leseding Park, bulbulia street park, Grobler street park, Miles Street park, Oosthuizen Street park, Woodpacker Street park) | 8X parks to be maintained (Parks in town, Mabusela Street park, Leseding Park, bulbulia street park, Grobler street park, Miles Street park, Oosthuizen Street park, Woodpacker Street park) | None | None | Schedule and Maintenance Register | Social and Community Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|------------------------|---|-----------------|----------|--|-------------------------------|------------------------------|---|------------------------|---------------------|----------------------------|--------------------|------------|
| Good Governance and Public Participation | To Improve Administrative and Governance Capacity | Council Administration | Number of Council meetings convened by 30 June 2021 | # | KPI 41 | 8 X Council meetings were convened and successful year held. | 4 X Council meetings convened | 2 x Council meeting convened | Administrative Council meetings were held on the 30th of July 2020, 30th of September 2020 and on the 30th of October 2020. | None | None | Notice of Council meetings | Corporate Services | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|------------------------|--|-----------------|----------|--|---|---|--|---|---|---|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Council Administration | Number of Section 79 Committee meetings convened by 30 June 2021 | # | KPI 42 | 33 X Section 79 Committee meetings convened, however, 22 were successfully held. | 33 X Section 79 Committee meetings to be convened | 15 x Section 79 Committee meetings convened | 16 Section 79 meetings were scheduled with the 20th July 2020 and the 21st of August 2020 and this 21st of September 2020. However, 16 Section 79 meetings had only 11 Section 79 meetings successful. | 5 meetings couldn't continue due to lack of quorum. | Office of the Speaker to intervene to ensure attendance of meetings by members of Council | Notice of Section 79 committee meetings | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------------|--|-----------------|----------|--|--|---|--|------------------------|---------------------|---------------------|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Corporate Governance (ICT) | Number of ICT Policies and Standards Procedures developed/reviewed and approved by Council by 30 June 2021 | # | KPI 43 | 8x ICT Policies were reviewed/developed and approved by Council. | 8x ICT Policies to be reviewed/developed and approved by Council ICT Help Desk Policy, ICT Patch Policy, ICT Management Policy, ICT Charter) | 4x ICT Policies reviewed/developed and table to Council for approval (ICT Help Desk Policy, ICT Patch Policy, ICT Management Policy, ICT Charter) | Completed 4x ICT Policies were reviewed and approved by Council Resolution Number 24466/2021 | None | None | Council Resolutions | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------------|--|-----------------|----------|--|--|---|--|------------------------|---------------------|--|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Corporate Governance (ICT) | Number of ICT Steering Committee meetings convened by 30 June 2021 | # | KPI 44 | 4 X Steering Committee meetings convened | 4 X ICT Steering Committee meetings to be convened | 2 x ICT Steering Committee meeting convened | As planned. 2x ICT Steering Committee meetings was held on the 30th of September 2020 and on the 30th of October 2020. | None | None | Agenda and the Signed Attendance Registers | Corporate Service | |
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Corporate Governance (ICT) | Number of ICT (GIS) System renewed by June 2021 | # | KPI 45 | Outdated ICT (GIS) System, Licence expired | Renewal of ICT (GIS) licence System | Renewal of ITC (GIS) licence System | As planned. 1x GIS Licence renewed | None | None | Copy of the GIS Licence Certificate | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|---|--|-----------------|----------|--|--------------------------------------|--|---|--|--|-----------------------------|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Human Resources (Labour Relations) | Number of training workshops in Labour Relations conducted by 30 June 2021 | # | KPI 46 | 3x Workshops were held and 33X officials trained on Labour matters | 4 X Labour workshops to be conducted | 2 x Labour Workshop conducted | 2x Workshops on Code of Conduct for Municipal Councilors held in the 2nd and 3rd quarter of 2020/2021 | None | None | Signed Attendance Registers | Corporate Service | |
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Human Resources (Employee Wellness Programme) | Number of Employee Wellness Programmes held by 31 December 2020 | # | KPI 47 | 1 X Employee Wellness Programme held | 1 X Employee Wellness Programme | 1x Employee Wellness Programme conducted | 1x Employee Wellness Programme conducted | Due to the national disaster regulations the municipal authority could not have the wellness day event | Depending on the state of disaster regulations the municipality will organize wellness day event on the third quarter of the financial year. | Signed Attendance Registers | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|---|---|-----------------|----------|-------------------------------------|--------------------------------|---|--|---|---------------------|-----------------------------|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Human Resources (Employee Wellness Programme) | Number of Wellness Campaigns and Workshops convened by 30 June 2021 | # | KPI 48 | 4X Employee Wellness Campaigns held | 4x Employee Wellness Campaigns | 2x Employee Wellness Campaign conducted | achieved. Employee wellness programmes were completed as follows: 27 July 2020, 31 August 2020, 12 September 2020 and 15th of September 2020, 28th & 15th of October 2020. | Due to the nature of the pandemic, the municipality has to ensure that all its employees and aware and alert to preserve their lives and those of their family. | None | Signed Attendance Registers | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|--|---|-----------------|----------|---|--|--|--|------------------------|---------------------|---|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Human Resources (Occupational Health & Safety) | Number of Hazard Identification and Risk Assessment to be conducted by 30 June 2021 | # | KPI 49 | 4 X Hazard Identification and Risk Assessment | 4x Hazard Identification and Risk Assessment | 2x Hazard Identification and Risk Assessment conducted | 2x Hazard Identification and Risk Assessment conducted on the 25th September 2020 and 11th October 2020. | None | None | Hazard Identification and the Risk Assessment Reports | Corporate Service | |
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Human Resources (Occupational Health & Safety) | Number of Evacuation Plan approved by 30 September 2020 | # | KPI 50 | 1 X Draft Evacuation Plan | 1x Approved Evacuation Plan | 1x Evacuation Plan approved by the Municipal Manager | 1x Approved Evacuation Plan in place. | None | None | Approved Evacuation Plan | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|--|--|-----------------|----------|------------------------------|---|--------------------------------|---|------------------------|---------------------|--|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve, Attract, Develop and Retain Human Capital | Human Resources | Number of Employment Equity Report compiled and submitted to Department of Labour by 31 January 2021 | # | KPI 51 | 1 X Employment Equity Report | 1 X Employment Equity Report | Draft Employment Equity Report | As per Draft EEA 2 & EEA 4 reports are uploaded | None | None | Copy of the Report and the Proof of Submission | Corporate Service | |
| Municipal Transformation and Institutional Development | To Improve, Attract, Develop and Retain Human Capital | Human Resources & Development (Training) | Number of WSP reviewed and submitted to LGSETA by 30 April 2021 | # | KPI 52 | 1x 2020/2021 WSP | 1 X 2021/2022 WSP Developed and submitted | N/A | N/A | N/A | N/A | A copy of WSP and Proof of submissions | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|--|--|-----------------|----------|---|--|--|---|------------------------|---|--|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve, Attract, Develop and Retain Human Capital | Human Resources & Development (Training) | Number of Official and Councillors trained by 30 June 2021 | # | KPI 53 | 156 officials and 8 councillors trained | 73 Train Officials and 17 Councillors (90) | Q1: Procurement of Training Service Providers Q2: 30X Employees and Councillors to be trained | Not Achieved Procurement of training the quarter under review | Cash-flow challenges | Training to continue in the third quarter | Signed Attendance Registers and a Report | Corporate Service | |
| Municipal Transformation and Institutional Development | To Improve Administrative and Governance Capacity | Human Resources (Labour Relations) | Number of LLF meetings convened by 30 June 2021 | # | KPI 54 | 8 X LLF Meetings | 8 X LLF Meetings to be convened | 4 X LLF meetings convened | Established 4 x LLF meetings were held as follows: 31 July 2020, 24th of September 2020, 21 October and on the 15th November 2020 | None | None | Signed Attendance Registers and the Agenda | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|-------------------------------|--|-----------------|----------|-----------------------------------|--|-----------------|-----------------|------------------------|---------------------|---|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve, Attract, Develop and Retain Human Capital | Human Resources & Development | Number of Organogram reviewed and approved by 30 June 2021 | # | KPI 55 | 1 X 2020/2021 Approved Organogram | 1 X 2021/2022 Organogram reviewed and approved | N/A | N/A | N/A | N/A | Approved 2021/2022 Organogram with Council Resolution | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|---|---|-----------------|----------|--------------------|--|--|---|---|---|---|-------------------|------------|
| Municipal Transformation and Institutional Development | To Improve, Attract, Develop and Retain Human Capital | Procurement of Furniture & Other Office Equipment | Percentage spending on Procurement of Furniture & Other Office Equipment by 30 September 2020 | % | KPI 56 | 0 | 100% spending on the Procurement of Office Furniture & Other Office Equipment (R500 000) | Q1: Tender Advertisment and appointment of service provider Q2: 100% spending on the procurement of Office Furniture & other office equipment. Delivery of all items procured. | Not Achieved By 30th September 2020, 100% of the spending on this item | Specifications and requisitions were compiled and submitted to BTO for further processing, however the procurement couldn't be processed due to cash flow challenges during the quarter under review. | Procurement to be finalised during the third quarter. | Tender advertisement, Appointment letter of Service provider, Invoice and Delivery note | Corporate Service | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|------------------------|---------------------------------|---|-----------------|----------|---------------------------------------|---|---|--|------------------------|---------------------|---|---------------------------------|------------|
| Good Governance and Public Participation | To Plan for the Future | Integrated Development Planning | Number of IDP/Budget/PMS Process Plan approved by Council by 31 August 2020 | # | KPI 57 | 2020/2021 IDP/Budget/PMS Process Plan | 1 X 2021/2022 IDP/Budget/PMS Framework approved | 1 X 2021/2022 IDP/Budget/PMS Process Plan reviewed and approved | Approved by Council on 17 July 2021 IDP/Budget/PMS Process Plan approved by Council on 16 July 2021 | N/A | N/A | 2021/2022 Council Approved Process Plan with Council Resolution | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|------------------------|---------------------------------|--|-----------------|----------|-------------------------------|-------------------------------|------------------------------|--|--|---------------------|--|---------------------------------|------------|
| Good Governance and Public Participation | To Plan for the Future | Integrated Development Planning | Number of IDP Representative Forums held by 30 June 2021 | # | KPI 58 | 2 X IDP Representative Forums | 4 X IDP Representative Forums | 2 X IDP Representative Forum | As per attached IDP Representative Forums held (virtually) in 15 wards to request proposals from councillors, communities, businesses and individuals to contribute to IDP. This document was approved by the IDP sub-committee in October 2020. | All municipal stakeholders were consulted during analysis phase and some responded | N/A | Signed attendance register, Agenda, Resolution register & presentation | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|------------------------|---------------------------------|--|-----------------|----------|------------------------------|--|-----------------|-----------------|------------------------|---------------------|--|---------------------------------|------------|
| Good Governance and Public Participation | To Plan for the Future | Integrated Development Planning | Number of 2020/2021 IDP reviewed and approved by Council by 30 May 2021 | # | KPI 59 | 1 X 2020/2021 reviewed IDP | 1 X 2021/2022 IDP reviewed and approved by council | N/A | N/A | N/A | N/A | Council approved IDP and the Council Resolution | Office of the Municipal Manager | |
| Good Governance and Public Participation | Clean Governance | Performance Management | Number of SDBIP approved by the Mayor 28 days after the approval of the budget by 30 June 2021 | # | KPI 60 | 1 X Approved 2020/2021 SDBIP | 1 X 2021/2022 Approved SDBIP 28 days after budget approval | N/A | N/A | N/A | N/A | 2021/2022 Approved SDBIP and Letter of Acknowledgement from Mayor's office | Office of the Municipal Manager | |
| Good Governance and Public Participation | Clean Governance | Corporate Governance | Number of Annual reports compiled and tabled to Council for approval by 31 March 2021 | # | KPI 61 | 2018/2019 Annual Report | 1 X 2019/2020 Annual Report tabled to Council for approval | N/A | N/A | N/A | N/A | Council Approved Report with Council Resolution | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|----------------------|-------------------------------|---|-----------------|----------|----------------------------------|---|-------------------------------|----------------------------------|------------------------|---------------------|--|---------------------------------|------------|
| Good Governance and Public Participation | Clean Governance | Corporate Governance | Number of Oversight reports compiled and tabled to Council for approval by 31 March 2021 | # | KPI 62 | 2018/2019 Oversight Report | 1 X 2019/2020 Oversight Report tabled to Council for approval | N/A | N/A | N/A | N/A | Council Approved Report with Council Resolution | Office of the Municipal Manager | |
| Good Governance and Public Participation | Clean Governance | Performance Management System | Number of MFMA Section 52d reports compiled and submitted to Council for approval by 30 June 2021 | # | KPI 63 | 4x Quarterly performance reports | 4x Quarterly performance reports | 2x Quarter performance report | 4x Quarterly performance reports | None | None | 4x sets of Quarterly performance report and council resolution | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|----------------------|------------------------|---|-----------------|----------|--------------------------------------|--|---------------------------|---|------------------------|---------------------|--|---------------------------------|------------|
| Good Governance and Public Participation | Clean Governance | Corporate Governance | Number of MFMA Section 72 Mid-Year report compiled and submitted to Council for approval by 31 January 2021 | # | KPI 64 | 1 X 2019/2020 Section 72 MFMA Report | 1 X 2020/2021 Section 72 MFMA Report submitted to Council for approval | N/A | N/A | N/A | N/A | Council Approved 2020/2021 Section 72 Mid-Year Report with Council Resolution. | Office of the Municipal Manager | |
| Good Governance and Public Participation | Clean Governance | Performance Management | Number of Back to Basics reports compiled and submitted to CoGHSTA by 30 June 2021 | # | KPI 65 | 4 X Back to Basics reports | 4 X Back to Basics reports | 2 X Back to Basics report | Submitted 2 X Back to Basics report compiled and submitted to CoGHSTA | N/A | N/A | 4 X sets of Back to Basics Reports and proof of acknowledgment by COGHSTA | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|----------------------|-------------------------------|---|-----------------|----------|--|--|---------------------------------------|--|------------------------|---------------------|--|---------------------------------|------------|
| Good Governance and Public Participation | Clean Governance | Performance Management System | Number of Performance Agreements signed by 30 July 2020 | # | KPI 66 | 8 X Signed Performance Agreements signed | 8 X Signed Performance Agreements to be signed | 8 X Performance Agreements for signed | 8 X Signed Performance Agreements signed | None | None | Signed Performance Agreements | Office of the Municipal Manager | |
| Good Governance and Public Participation | Clean Governance | Performance Management System | Number of Performance Management System Framework by 30 June 2021 | # | KPI 67 | Approved 2020/2021 PMS Framework | 1 x 2021/2022 PMS Framework to be approved | N/A | N/A | N/A | N/A | Approved PMS Framework with council resolution | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------|--|-----------------|----------|--|---|--|--|--|---|---|---------------------------------|------------|
| Good Governance and Public Participation | To improve administrative governance capacity | Special Programmes | Number of Media releases of Special programmes initiatives implemented by 30 June 2021 | # | KPI 68 | 3 X Number of Special programmes initiatives implemented. (Active Ageing campaign, HIV/TB Awareness Campaign, Mayoral Matric Awards) | 4X Media release statements of Special programmes initiatives | 2X Media release statement of Special programmes initiatives | Actuals: 2X Social media statement on Special Programmes, 02 HIV/AIDS Awareness Campaign | The message was only posted on the Municipality Facebook Page. Due to financial constraints, media statement was not publicized on newspapers. | Newspaper media statements will be issued when the Municipal financial position improves. | Newspaper articles and Social media statement | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Communication Strategy reviewed and approved by Council by 30 June 2021 | # | KPI 69 | 2020/2021 Communication Strategy | 1 X Reviewed and approved 2021/2022 Communication Strategy | N/A | N/A | N/A | N/A | Approved Communication Strategy with Council Resolution | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------|--|-----------------|----------|--|--|---|---|------------------------|---------------------|---|---------------------------------|------------|
| Good Governance and Public Participation | To improve administrative governance capacity | Communication | Number of municipal media released statement in the local news paper by 30 June 2021 | # | KPI 70 | 4 X media statements released | 4 X municipal media statement released in the local news paper | 2 X municipal media released statement | Achieved 2 X municipal media released statement | N/A | N/A | Newspaper articles and Social media statement | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Ward Committee reports submitted to Speaker by 30 June 2021 | # | KPI 71 | 4 X Ward Committee reports | 4 x Ward Committee reports | 2 X Ward Committees reports | Achieved 2 X Ward Committees reports | None | None | Ward committee Reports | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Audit and Performance Committee Charter reviewed by 30 September 2021 | # | KPI 72 | 1 X Audit and Performance Committee Charter Reviewed | 1 X Audit and Performance Committee Charter to be reviewed | 1 X Audit and Performance Committee Charter | Achieved Audit and Performance Committee Charter submitted and approved by AC on the 14th of August 2021 | None | None | Copy of Audit and Performance committee charter, minutes and council resolution | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------|--|-----------------|----------|-------------------------------------|---|-----------------------------|--|---|---|--|---------------------------------|------------|
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Internal Audit Charter reviewed by 30 September 2021 | # | KPI 73 | 1 X Internal Audit Charter Reviewed | 1 X Internal Audit Charter to be reviewed | 1 X Internal Audit Charter | Reviewed Internal Audit Charter submitted and approved by AC on the 4th of August 2020 | Internal Audit Charter is not approved by Council, only requires AC approval. | During the adjustment of the SDBIP, Council resolution will be removed from evidence required. Charter and minutes will remain. | Copy of Internal Audit Charter, minutes and council resolution | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Audit Committee meetings held by 30 June 2021 | # | KPI 74 | 5 X Audit Committee Meetings | 4X Audit Committee Meetings | 2 X Audit Committee Meeting | Reviewed 4X Audit Committee meetings held as follows: 4th August 14 August 26th October and 12th December 2020 | None | None | Signed Attendance Registers and Minutes | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------|---|-----------------|----------|--------------------------------|--------------------------------|---------------------------------|---|--|---|---|---------------------------------|------------|
| Good Governance and Public Participation | To improve administrative and governance capacity | Corporate Governance | Number of Audit Committee Reports tabled to Council by 30 June 2021 | # | KPI 75 | 4 X Audit Committee Reports | 4X Audit Committee Reports | 2 X Audit Committee Report | No Variance 1X Audit Committee report prepared and submitted to Council Administration office, still awaiting Council sifting. | Audit Committee Report prepared and submitted to Council Administration office, still awaiting Council sifting. | AC report to be submitted to Council in the next quarter. | Audit Reports with Council Resolutions | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative and governance capacity | Corporate Governance | Number of Performance Audit Committee meetings held by 30 June 2021 | # | KPI 76 | 2X Performance Audit Committee | 2X Performance Audit Committee | 1 X Performance Audit Committee | No Variance Performance Audit Committee meeting postponed due to the reviewing of AFS and Annual performance Report. | Performance Audit Committee meeting not held due to the postponement of reviewing AFS and Annual performance Report. | Performance Audit Committee meeting to be held in the next quarter. | Signed Attendance Registers and Minutes | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|------------------------|--|-----------------|----------|---------------------------------------|--|-----------------------------|---|------------------------|---------------------|--|---------------------------------|------------|
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Strategic Risk Management Registers Reviewed by 30 June 2021 | # | KPI 77 | 1 X 2018/2019 Strategic Risk Register | 1 X 2019/2020 Strategic Risk Register reviewed | N/A | N/A | N/A | N/A | 2019/2020 Reviewed Strategic Register, Signed Attendance Registers | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Risk Management meetings held by 30 June 2021 | # | KPI 78 | 4X Risk Management meetings | 4 X Risk Management Meetings | 2 X Risk Management Meeting | Achieved 2 X Risk Management Meetings held in July 2020 and October 2021 | None | None | Signed Attendance Registers and minutes | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Council Administration | Number of MPAC meetings held by 30 June 2021 | # | KPI 79 | 4X MPAC meetings | 4 X MPAC meetings | 2 X MPAC meetings | Achieved 2 X MPAC meetings held on 29 July 2020 and 27 October 2021 | None | None | Signed Attendance Registers and Reports | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------------|---|-----------------|----------|---|--|------------------|--|---|--|--|---------------------------------|------------|
| Good Governance and Public Participation | To improve administrative governance capacity | Financial Misconduct Board | Number of FMB meetings held by 30 June 2021 | # | KPI 80 | 4X FMB meetings | 4 X FMB meetings | 2 X FMB meetings | Not achieved 1 X FMB meetings held in the 18 September 2020 | One meeting could not be held as two members were unavailable due to COVID-19 | The FMB meeting will be held in the next quarter | Signed Attendance Registers and Reports | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Fraud and Anti-Corruption Prevention plan reviewed by 30 June 2021 | # | KPI 81 | 1 X Number of Fraud and Anti-Corruption Prevention plan reviewed | 1 X Fraud and Anti-Corruption Prevention plan to be reviewed | N/A | N/A | N/A | N/A | Approved Fraud and Anti-Corruption Prevention plan with council resolution | Office of the Municipal Manager | |
| Good Governance and Public Participation | To improve administrative governance capacity | Corporate Governance | Number of Fraud and Anti-Corruption awareness campaigns conducted by 30 June 2021 | # | KPI 82 | 1 X Fraud and Anti-Corruption awareness campaigns to be conducted | 1 x Anti-Corruption and Fraud awareness campaigns to be held | N/A | N/A | N/A | N/A | Signed Attendance register | Office of the Municipal Manager | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|----------------------------|--|----------------------------|--|-----------------|----------|---------------------------------------|---|------------------------------|--|------------------------|---------------------|--|---------------------------------|------------|
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | Local Economic Development | Number of LED Strategy developed and approved by council by 30 June 2021 | # | KPI 83 | 2008 LED Strategy (Strategy Outdated) | 1 X LED Strategy approved by Council | N/A | N/A | N/A | N/A | Q3 (Draft LED Strategy) Q4 (Approved LED Strategy with Council resolution) | Planning & Economic Development | |
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | Local Economic Development | Number of LEDF re-launched by 31 March 2021 | # | KPI 84 | Non-Functional LEDF | 1x LEDF to be re-launched | N/A | N/A | N/A | N/A | Q3 (Signed attendance register) | Planning & Economic Development | |
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | Local Economic Development | Number of LED Representative Forums held by 30 June 2021 | # | KPI 85 | LED forum not functional | 2 X LED Representative Forums established | 1 X LED Representative Forum | Approved 9 LEDF Representative Forums held | None | None | Signed attendance registers | Planning & Economic Development | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--------------------------------|--|---|--|-----------------|----------|------------------------------|---|-----------------|---|------------------------|---------------------|--|---------------------------------|------------|
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | Local Economic Development | Number of jobs created through Municipality's LED initiatives including capital projects (EPWP, CWP) by 30 June 2021 | # | KPI 86 | 1156 jobs Created | 200 Jobs created | 90 Jobs created | 98 Jobs Created Department Resubmitted | Target overachieved. | None | Report on the employment of people | Planning & Economic Development | |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Development of Land Invasion By-Law | No. of Land Invasion By-Laws developed by 30 June 2021 | # | KPI 87 | No Land Invasion By-Law | 1 X Land Invasion By-Laws to be developed | N/A | N/A | N/A | N/A | Q3 Draft Land Invasion By-Laws Q4 Approved Land Invasion By-Laws | Planning & Economic Development | |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Develop Housing Beneficiary Allocation policy | No. of Housing Allocation policy developed by 30 June 2021 | # | KPI 88 | No Housing Allocation policy | 1 X Housing Allocation policy | N/A | N/A | N/A | N/A | Q3 (Draft Housing Allocation policy) Q4 (Approved Housing Allocation policy) | Planning & Economic Development | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--------------------------------|-------------------------------------|--|---|-----------------|----------|--------------------|--|---|--|---|---|---|---------------------------------|------------|
| Spatial Planning and Rationale | Liveable and Integrated Communities | Revenue Enhancement | % of Portions of Land disposed by 30 June 2021 | # | KPI 89 | - | 50% of identified portions of land disposed | N/A | N/A | N/A | N/A | Q4 (Maps of Portions of land disposed) | Planning & Economic Development | |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Encroachment ratification | No. of properties resurveyed and ratified by 30 June 2021 | # | KPI 90 | - | 100 X Properties to be resurveyed and ratified | 50 X Properties to be resurveyed and ratified | Not Achieved Properties profiled but verification outstanding | Delays in SCM | Project to be fast tracked once service providers are appointed | Q2 (50 copies of SG diagrams) Q4 (Q2 (50 copies of SG diagrams)) | Planning & Economic Development | |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Proclamation of Un-Proclaimed properties | No. of properties proclaimed by 30 June 2021 | # | KPI 91 | - | 50 X Properties to be proclaimed | 25 X Properties to be proclaimed | Not Achieved Properties profiled but verification outstanding | The delay in the appointment of the professional planners panel | The KPI will be achieved in the third quarter | Q2 (Notice Copy) Q4 (Notice copy) | Planning & Economic Development | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--------------------------------|-------------------------------------|--------------------------------|---|-----------------|----------|---|--|---|--|--|---|---|---------------------------------|------------|
| Spatial Planning and Rationale | Liveable and Integrated Communities | Gap Market Housing Development | No. of phases completed in the Gap Housing Development Phases completed by 30 June 2021 | # | KPI 92 | - | 2 phases per each Project) completed in the Gap Housing Development Phases completed | Phase 1 (Technical Specification for the Development) | Technical Project released but waiting for technical servicing | There was delay in appointment of the professional town planners panel | The target will be archived in the fourth quarter | Q2 (Technical Specification Report) Q4 (Tender Advert and Appointment Letter) | Planning & Economic Development | |
| Spatial Planning and Rationale | To Plan for the Future | Procurement of GIS Equipment | No. of Equipment (Plotter) Procured by 30 June 2021 | # | KPI 93 | No Plotter in place for printing of large Maps | 1 X Plotter to be procured | N/A | N/A | N/A | N/A | Q4 (copy of Payment certificate) | Planning & Economic Development | |
| Spatial Planning and Rationale | To Plan for the Future | Procurement of GIS Equipment | No. of Equipment (LED Screens) Procured by 30 June 2021 | # | KPI 94 | No large LED Screens in place for viewing and presentation of GIS | 1 X LED Screen to be procured | N/A | N/A | N/A | N/A | Q4 (copy of Payment certificate) | Planning & Economic Development | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|--------------------------------|----------------------|--|-----------------|----------|---------------------------|---|-------------------|--|---|---|---|-------------------|------------|
| Municipal Financial Viability and Management | To improve financial viability | Budget and Reporting | Number of Annual Financial Statements compiled and submitted to the Auditor General by 31 August 2020 | # | KPI 95 | 1 X 2018/2019 | 1x 2019/2020 AFS | 1 X 2018/2019 AFS | Not Achieved AFS was compiled however National Treasury extended the submission date to Auditor General | Extension for AFS submission by National Treasury, as a result of Covid-19. | The Municipality will submit the 2019/2020 AFS to the Auditor General on the 31st October 2020. | 2019/2020 AFS and Proof of Submissions to the Auditor General | Budget & Treasury | |
| Municipal Financial Viability and Management | To improve financial viability | Budget and Reporting | Number of Action Plan for 2018/19 AG Audit Queries developed and submitted to Council by 31 January 2021 | # | KPI 96 | 1 X 2018/2019 Action Plan | 1 X Action Plan for 2019/2020 AG audit queries compiled | N/A | N/A | N/A | N/A | 2019/2020 Action Plan with Council Resolution | Budget & Treasury | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|---|----------------------|--|-----------------|----------|---|--|--|-----------------|---|---|---|-------------------|------------|
| Good Governance and Public Participation | To improve administrative governance capacity | Budget and Reporting | Obtain Unqualified Audit Opinion by 30 November 2020 | Unqualified | KPI 97 | 2018/2019 Qualified Audit Opinion | Obtain Unqualified Audit Opinion 2019/2020 | Obtain Unqualified Audit Opinion 2019/2020 | (b) Achieved | Extension for timelines submission granted through MFMA circular no:104 | Extension for timelines submission granted through MFMA circular no:104 | Auditor General's Report | Budget & Treasury | |
| Municipal Financial Viability and Management | To improve financial viability | Budget and Reporting | Percentage of AG queries resolved as per the Action Plan by 30 June 2021 | % | KPI 98 | 90 % of AG findings resolved for 2018/2019 | 95% of AG queries to be resolved for 2019/2020 | N/A | N/A | N/A | N/A | Progress Report on the implementation of the Action Plan | Budget & Treasury | |
| Municipal Financial Viability and Management | To improve financial viability | Budget and Reporting | Number 2020/2021 Annual Budget approved by Council by 31 May 2021 | # | KPI 99 | 1x 2020/2021 Approved Budget approved on the 26 June 2020 | 1x 2021/2022 Approved Annual Budget | N/A | N/A | N/A | N/A | Council Approved 2021/2022 Budget with Council Resolution | Budget & Treasury | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|-----------------------------|----------------------|---|-----------------|-----------|---|---|-------------------------------|---|--|---|---|-------------------|------------|
| Municipal Financial Viability and Management | Improve Financial Viability | Budget and Reporting | Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month | # | KP I 10 0 | 12x Monthly Section 71 Reports for 2019/2020 FY | 12x Monthly Section 71 Reports for 2020/21 FY | 6 X Monthly Financial Reports | Approved 6 monthly section 71 submitted | None | None | Section 71 Reports, Council Resolutions and proof of Submission to the Provincial and National Treasury | Budget & Treasury | |
| Municipal Financial Viability and Management | Improve Financial Viability | Budget and Reporting | Cash/cost coverage ratio of 1 - 3 months by 30 June 2021 | % | KP I 10 1 | 3 months norm | 3 months norm | 2 months norm | Not achieved 6.7 months | Excessive monthly fixed expenses or obligations. | Increase Savings, Reserves, review of fixed commitment and maintenance of favorable bank balance. | Monthly Report and Bank Statements | Budget & Treasury | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|--------------------------------|------------------------|---|-----------------|-----------|--|---|-----------------------------------|--|------------------------|---------------------|---|-------------------|------------|
| Municipal Financial Viability and Management | Improve Financial Viability | Expenditure Management | Percentage payment on budgeted capital projects identified for 2020/2021 financial year i.t.o. IDP by June 2021 | % | KP I 10 2 | 82% | 100% | 50% | Achieved 50% | None | None | Report | Budget & Treasury | |
| Municipal Financial Viability and Management | To improve financial viability | Assets Management | Number of quarterly asset verification reports compiled - movables (sampling) compiled by 30 June 2021 | # | KP I 10 3 | 4x quarterly asset verification to be conducted 2019/2020 FY | 4 X quarterly asset verification to be conducted 2020/2021 FY | 2 X quarterly assets verification | 4x quarterly asset verification reports compiled | None | None | 4x Sets of Quarterly asset verification reports | Budget & Treasury | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|--------------------------------|--------------------|---|-----------------|----------|---------------------------------|---------------------------------|---------------------------------|---|--|--|--|-------------------|------------|
| Municipal Financial Viability and Management | To improve financial viability | Revenue Management | Number of Data Cleansing reports compiled by 30 June 2021 | # | KPI 104 | 1 x Data Cleansing report | 12 x Data cleansing report | 6x Data cleansing reports | Not Achieved 1x data cleansing report | No capacity for performing data cleansing. | The municipality is in the process of appointing a service provider for data cleansing | 12 x Data cleansing reports | Budget & Treasury | |
| Municipal Financial Viability and Management | To improve financial viability | Revenue Management | Number of Indigent Registers developed and verified by 30 June 2021 | # | KPI 105 | 1 X 2019/2020 Indigent register | 1 X 2020/2021 Indigent register | 1 X 2020/2021 Indigent register | Not Achieved The municipality does not have an indigent register | Due to Covid-19 the indigent registration process was delayed. | The targeted date for indigent verification and approval is the 31st October 2020. | Approved Indigent register for 2020/2021 | Budget & Treasury | |
| Municipal Financial Viability and Management | To improve financial viability | Revenue Management | Percentage of Registered Indigents with access to Free Basic Services by 30 June 2021 | # | KPI 106 | 100% | 100% | 100% | Achieved 100% | None | None | Billing Report and indigent register | Budget & Treasury | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|-----------------------------|-------------------------|--|-----------------|----------|---|---|--|--|---|--|----------------------------|-------------------|------------|
| Municipal Financial Viability and Management | Improve Financial Viability | Revenue Management | Percentage Maintenance of 95% debtors collection rate (Consumer cash collected / Consumer billing) by 30 June 2021 | % | KPI 107 | 90% | 95% | 95% | Not Achieved 70.5% | Non implementation of credit control measures | Full enforcement of credit control measures | Monthly Report | Budget & Treasury | |
| Municipal Financial Viability and Management | Improve Financial Viability | Expenditure Management | 100% payments to creditors within 30 days by 30 June 2021 | % | KPI 108 | 100% payments to creditors within 30 days | 100% payments to creditors within 30 days | 100% payments to creditors within 30 days | 100% payments to creditors within 30 days (Payments to creditors within 30 days) | Insufficient cash flow | Improves collection rate and Enforce procurement plans | Quarterly Report | Budget & Treasury | |
| Municipal Financial Viability and Management | Financial Stability | Supply Chain Management | Number of SCM Bid Committee Members and other officials trained by 30 September 2020 | # | KPI 109 | 5 X Bid Committee Members and other officials trained | 5 X Bid Committee Members and other officials trained to be trained | 5x Bid Committee Members and other officials trained | 100% Bid Committee Members and other officials trained | None | None | Signed Attendance Register | Budget & Treasury | |

| Key Performance Area | Strategic Objectives | Project/Programme | Key Performance Indicator (KPI) | Unit of measure | KPI Code | Baseline 2019/2020 | Annual Targets 2020/2021 | Midterm Targets | Midterm Actuals | Variance Reason If Any | Corrective Measures | Evidence Required | Department | KPI Rating |
|--|----------------------|-------------------------|--|-----------------|----------|---------------------------------------|--|-----------------|--|------------------------|---------------------|---|-------------------|------------|
| Municipal Financial Viability and Management | Financial Stability | Supply Chain Management | Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2021 | # | KPI 110 | 4 X SCM reports | 4 X SCM Reports | 2 X SCM Report | Not Achieved 1 X SCM Report submitted | None | None | Reports with Council Resolutions | Budget & Treasury | |
| Municipal Financial Viability and Management | Financial Stability | Budget and Reporting | Number of Budget related policies reviewed by 30 June 2021 | # | KPI 111 | 16 X Budget related policies reviewed | 16 X Budget related policies reviewed | N/A | N/A | N/A | N/A | Council Approved Policies with Council Resolution | Budget & Treasury | |
| Municipal Financial Viability and Management | Financial Stability | Procurement of Fleet | Percentage spending on Procurement of fleet. (R5 000 000) by 30 June 2021 | % | KPI 112 | 0 | 100% spending on Procurement of Fleet (R5 000 000) | N/A | N/A | N/A | N/A | Copy of an Advert, copy of appointment letter, the delivery note and invoices | Corporate Service | |

3. Budget Allocations per Projects for the Financial Year 2020/2021

| MUNICIPAL INFRASTRUCTURE GRANT (MIG) | | | |
|---|--|-----------------|-------------------|
| ITEM NO. | Project | WARD NO. | 2020/ 2021 |
| Focus Area: Roads and Storm Water | | | |
| 1. | Bela-Bela Spa Park: Stormwater | 9 | R 3 455 070,33 |
| 2. | Bela-Bela Ext 5 & Hostel view: Road paving & storm water | 2 & 3 | R 3 455 070,33 |
| 3. | Bela-Bela Ext 6: R101 Intersection | 7 | R 1 500 000,00 |
| 4. | Bela-Bela Ext 6: Road paving & Storm water - Phase 1 | 7 | R 4 143 405,80 |
| 5. | Bela-Bela Ext 7: Road paving & Storm water - Phase 1 | 4 & 7 | R 474 019,00 |
| 6. | Bela-Bela Ext 8: Road paving & Storm water - Phase 1 | 4 | R 262 162,22 |

| Focus Area: Public Amenities/Facilities | | | |
|--|--|---|-----------------------|
| 7. | Bela-Bela: Extension of existing grave yard | 2 | R 5 778 100,00 |
| 8. | Bela-Bela Spa Park: Development of sports facilities | 9 | R 2 749 759,34 |
| 9. | Bela-Bela Leseding: Development of sports facilities | 6 | R 3 764 151,88 |
| TOTAL MIG BUDGETS | | | R24 472 000,00 |

| Water Service Infrastructure Grant | | | |
|---|--|---------------------|------------------------|
| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | 2019/ 2020 |
| Focus Area: Water and Sanitation | | | |
| 10. | Supply and install new and replace faulty water meters | All | R4 417 956,80 |
| 11. | Bela-Bela: Water Conservation and Demand Management (WCDM): installation of Bulk Zonal Meters in Bela-Bela Town & Township and Installation of Counter Bulk Meters on all Magalies Draw Points | 1, 2, 3, 4, 5, 6, 7 | R4 000 000,00 |
| 12. | Masakhane: New 1ML WTW | 9 | R11 090 390,61 |
| 13. | Bela-Bela: Refurbishment of the Warmbad Dam | 1 | R5 500 000,00 |
| 14. | Rapotokwane: Water Augmentation and reticulation | 8 | R 2 666 652,59 |
| TOTAL WSIG BUDGETS | | | R 37 475 000,00 |

| INTEGRATED NATIONAL ELECTRIFICATION PROGRAM (INEP) | | | |
|---|--|-----------------|-----------------------|
| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | 2020/ 2021 |
| Focus Area: Electricity | | | |
| 15. | Bela-Bela Ext 9: Electrification of Households (503HH) | 4 | R 8 548 000,00 |
| TOTAL INEP BUDGETS | | | R 8 548 000,00 |

| ENERGY EFFICIENCY DEMAND SIDE MANAGEMENT (EEDSM) | | | |
|---|--|-----------------|-----------------------|
| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | 2020/ 2021 |
| Focus Area: Public Lighting | | | |
| 16. | Energy Efficiency Demand Side Management (EEDSM) Programme: Bela-Bela - Replacement Of HPS Street Lights with LED Luminaires | 1 | R 4 000 000,00 |
| TOTAL EEDSM BUDGETS | | | R 4 000 000,00 |

| OWN FUNDING | | | |
|--|--|-----------------|-----------------------|
| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | 2020/ 2021 |
| Focus Area: Public Amenities/Facilities | | | |
| 17. | Moloto Street Stadium | 2 | R 900 000,00 |
| 18. | Acquire New Fleet | N/A | R 5 000 000.00 |
| 19. | Office Furniture | N/A | R500 000.00 |
| 20. | 40inch UHD screens for GIS, Plotter and Copier | N/A | R720 000.00 |
| 21. | Mass Waste Containers | N/A | R500 000.00 |
| 22. | Cable Fault Detector | N/A | R700 000.00 |
| TOTAL OWN BUDGETS | | | R 8 320 000.00 |

4. Conclusion

The SDBIP is a key management, implementation and monitoring tool, which provides operation content to the end-of-year service delivery targets, set in the Budget and IDP. It determines the performance agreements for the municipal manager and all senior managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the Quarterly Reports, Annual Performance Report, Annual Report Process as well as the Quarterly Individual Performance Reviews.

It is envisaged that adherence to this document will enable the municipality to continue to be a smart and a benchmark municipality which is high performing and service delivery oriented. Furthermore, the amendments effected in this Organizational Score Card will be effected in the Departmental and Divisional Score Cards to ensure optimal implementation within the concept of Back to Basics.

8. Comments on the 2018/2019 annual report

The municipality has been subjected to statutory audit from the beginning of August 2019 to the end of November 2019. The Office of the Auditor General is responsible for all the statutory audit function of the Municipality. Despite collective effort put by Municipality, the audit resulted in qualified audit opinion.

Despite continuance implementation of the action plan from the previous financial year, municipality has received qualified opinion for 2019/2020 audit. The cause which led to audit qualification was as result of inadequate disclosure of irregular expenditure on the Annual Financial Statement as prescribed

As required by MFMA under section 131 (1), Bela-Bela local municipality has developed audit action plan which will assist in addressing issues raised during the 2018/2019 financial year.

Extra effort had already been put in place through establishment of the AGSA action plan committee which seek to address all issues raised. To ensure the committee is effectively discharged; the accounting officer will oversee the committee as the chairperson. Municipality plan to improve the audit outcome in the 2019/2020 financial year and will use the current financial year as the learning curve to any shortcoming experienced.

9. Adjustment budget

Regulation 23 of the Municipal Budget and Reporting Regulations provides, inter alia, for the following:

“An adjustment budget may be tabled in the Municipal Council at any time after the Mid-year Budget and Performance Assessment report has been tabled in the Council, but not later than 28 February of each year. Furthermore, except under certain circumstances only one adjustment budget may be tabled in Council during a financial year.”

Accordingly, a report on adjustments to the budget will be submitted for consideration by Council before 28 February 2019.

10. Municipal manager's quality certification

I, _____, the municipal manager of Bela-Bela Local Municipality, hereby certify that:-

- ❖ The mid-year budget and performance assessment

As at **31st December 2020** has been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print name _____

Municipal Manager of _____

Signature _____

10. Municipal manager's quality certification

Sello Michael Mafokubela, the municipal manager of Bela-Bela Local Municipality, hereby certify that:-

❖ The mid-year budget and performance assessment

As at **31st December 2020** has been prepared in accordance with the Municipal Finance Management Act and regulations made under the Act.

Print name

Sello Michael Mafokubela

Municipal Manager of

Bela-Bela Local Municipality

Signature

Sello