ANNUAL PERFORMANCE REPORT

ON THE PERFORMANCE OF

KAROO HOOGLAND MUNICIPALITY

FOR THE 2020/2021 FINANCIAL YEAR

IN TERMS OF

SECTION 46 OF THE LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT, 2000

AND

SECTION 121 OF THE MUNICIPAL FINANCIAL MANAGEMENT ACT, 2003

final : SUBMITTED TO AUDITOR GENERAL 31 Aug 2021
final: SUBMITTED TO COUNCIL on 31 Aug 2021
Advertised to public : September 2021

The Annual Performance Report is drafted in terms of Section 46 of the MSA,32 of 2000. The Annual Performance Report is based on reported information only, and un-audited. The Report is subject to change on finalisation of the AFS for 2020/2021 and audit from the Auditor General. Please note that the figures might change during the Audit of the AFS. The Performance Report will be included in Chapter 3 and 4 of the Annual Report and as a separate Annexure to the Annual Report.

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ACCRONYMS AND ABBREVIATIONS

MSA	Local Government: Municipal Systems Act, 32 (Act 32 of 2000)
KHM	Karoo Hoogland Municipality
SDBIP	Service Delivery and Budget Implementation Plan
MFMA	Municipal Finance management Act
KPA	Key Performance Area
KFA	Key Focus Areas
KPI	Key Performance Indicators
MM	Municipal Manager

1. INTRODUCTION

The Annual Performance Report is hereby submitted to the Karoo Hoogland Municipal Council in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2020 to 30 June 2021 and focuses on the implementation of the Service Delivery and Budget Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development Plan (IDP) for the year under review. This report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2020/2021.

The format of the report will reflect the Municipality's Key Performance Indicators (KPI) per Municipal Key Performance Area. Each Municipal Key Performance Area (KPA) has several Municipal Key Focus Areas (KFA's) which had been deliberately designed by the Karoo Hoogland Municipality to focus its development initiatives in a more coherent and organised manner.

This report will also endeavour to report to Council the Municipality's performance in terms of the five (5) National Government's Strategic Key Performance Areas for local government, which are

- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Municipal Financial Management & Viability;
- Municipal Transformation & Institutional Development
- Good Governance and Public Participation.
- The report covers the year's progress made with the actual implementation of the municipality's scorecard. It primarily reflects on Quarterly targets and Annual Actuals of the KPI's. Further it provides reasons for under or non performance and informs the corrective measures which was taken or should be taken to address it.

2. LEGISLATIVE REQUIREMENTS

This Annual Performance Report has been compiled in compliance with the requirements of section 46(1) of the Local Government: Municipal Systems Act, 32 (Act 32 of 2000); which stipulates as follows:

1) A municipality must prepare for each financial year a performance report reflecting—
    a. the performance of the municipality and each external service provider during that financial year;
    b. a comparison of the performance referred to in paragraph (a) with targets set for performance in the previous financial year; and
    c. measures taken to improve performance.

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, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers and the municipal entities.

3. MUNICIPAL OVERVIEW

The Karoo Hoogland Municipality was established in 2000. Karoo Hoogland is a **category B municipality** as determined in terms of Municipal Structures Act (1998). **In terms of Section 9 of the Local Government: Municipal Structures Act (No. 117 of 1998) KHM is a Category B municipality with a plenary executive system combined with a ward participatory system.**

The establishment of the municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and residents. In terms of its category B status the Karoo Hoogland Municipality has been empowered to perform the **following functions** as bestowed upon it by the Constitution in terms of section 156(1) and the division of powers and functions.

Municipal Functions/District		
Municipal Functions	Function Applicable To Municipality	District
Water Provision	✓	
Waste Water (Sanitation)	✓	
Electricity Provision	✓	
Waste Management	✓	
Housing	✓ (with funding from CoGHSTA)	
Free Basic Services	✓	
Road Transport	✓	
Waste Water Storm Water Drainage	✓	
Community Social Services	✓	
Museums	✓	
Cemeteries	✓	
Environmental Protection	✓	
Health	✓	
Health Inspections and Abattoir		✓
Security and Safety		✓
Sport and Recreation	✓	
Disaster Management		✓
Air pollution		✓
Building regulations	✓	
Firefighting services	✓	✓

Municipal Functions/District		
Municipal Functions	Function Applicable To Municipality	District
Local tourism	✓	
Municipal planning	✓	
Trading regulations	✓	
Control of public nuisances	✓	
Fencing and fences	✓	
Licensing and control of undertaking that sell food to the public	✓	
Municipal Parks	✓	
Waste Water Storm Water Drainage	✓	

(*Stats SA served as the source of information for the following information.)*

Karoo Hoogland Municipality consists of Sutherland, Williston and Fraserburg and surrounding rural areas.

The municipality comprises an area of 29 423 km^2 and falls within the area of jurisdiction of Namakwa District Municipality.

Houses	* 2209	(Households serviced)
Households billed:	* 2209	
Population	* 13069	(Community Survey Census 2016)
Registered erven	* 4398	
Informal structures	* +/- 35	
Total Households	* 3094 (Including Rural areas)	
Indigents as at 30/06/2020	* 912	
Indigents as at 30/06/2021	*** 874**	

HOUSEHOLDS WITH ACCESS TO WATER AND BASIC SERVICES: 2209

Households with access to sanitation:	2209
Households with access to electricity:	2209
Households with access to refuse removal:	2209

Karoo Hoogland Municipality have a total population of approximately **13069** according to STATS SA Customer Survey done in 2016. Karoo Hoogland is situated in the most Southern part of the Northern Cape and falls within the area of jurisdiction of Namaqua District Municipality with its head office located in Springbok. The three main towns in Karoo Hoogland are Williston, Fraserburg and Sutherland which are respectively 499 km, 592 km and 539 km from Springbok. Karoo Hoogland Municipality is devided into 4 Wards and there is an estimate of 2204 households in the towns serviced by the Municipality.

The 4 wards:

Ward 1	Williston
Ward 2	Fraserburg
Ward 3	Rural Surrounding Areas
Ward 4	Sutherland

The Municipal Council of Karoo consists of 7 members. Four (4) represents wards and three (3) are proportional representatives of political parties.

The seven Current councillors represent the following political parties:
Elected on 10 August 2016

• Councillor (Ms) VC Wentzel	ANC	(Mayor/Speaker)
• Councillor (Ms) AM Januarie	COPE	
• Councillor JE Davids	ANC	
• Councillor G Klazen	ANC	Chief Whip
• Councillor JJ Van Der Colff	DA	
• Councillor JJ Jacobs	DA	
• Councillor J Jooste	ANC	

POPULATION DISTRIBUTION IN KAROO HOOGLAND MUNICIPAL AREA

Fraserburg : 23% of total population
Non Urban areas (Rural) : 29% of total population
Sutherland: 20% of total population
Williston : 28% of total population

The age distribution of a population is important because the largest age group inevitably indicates its own demands on the market. A large number of residents are still dependant on government grants. This tendancy in it self have a negative influence on the payment of services and a total approximately 900 households are subsidiced by the service subsidized scheme monthly.

The Karoo Hoogland population can be regarded as having a high **dependency ratio**. With **10%** of the population over the age of 65 and **27.7%** are under 15 years. *The latter youth group will be demanding education, housing and jobs in the near future.* The Karoo Hoogland gender distribution is 49.7% males and 50, 3% females.

In the figure below Indigent Households in South Africa in 2017's facts are set out in an infographic.

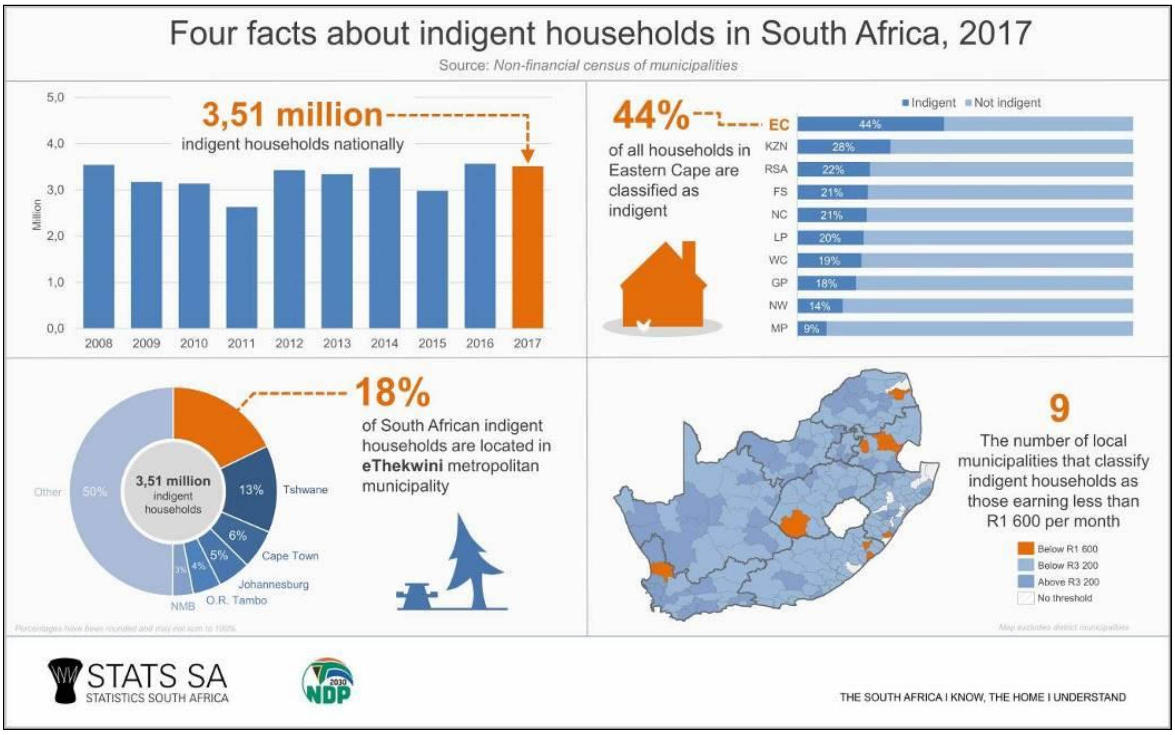


Table below: Highest level of education for persons aged 20 years and above, 1996-2016

	No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12/Std 10	Higher	Total
Number							
1996	3 632	2 989	792	2 070	746	604	**10 833**
2001	2 273	2 868	684	2 116	956	532	**9 429**
2011	1 617	3 579	827	2 643	1 337	659	**10 663**
2016	1 161	1 227	734	2 264	2 298	1 008	**8 692**
Percent (%)							
1996	33.5	27.6	7.3	19.1	6.9	5.6	**100.0**
2001	24.1	30.4	7.2	22.4	10.1	5.6	**100.0**
2011	15.2	33.6	7.8	24.8	12.5	6.2	**100.0**
2016	13.4	14.1	8.4	26.1	26.4	11.6	**100.0**

*Excludes “do not know” and “unspecified”

The table above shows an improvement in the level of education in Karoo Hoogland over the period 1996 to 2016, where there was a decline in the number and percentage of persons aged 20 years and above with no schooling (from 33.5% to 13.4%). There is an improvement in the number and percentage of persons with a higher education, from 5.6% in 1996 to 11.6% in 2016. There is also a significant increase observed in the proportion of persons who have Grade 12/Standard 10.

Table below: Highest level of education by population group for persons aged 20 years and above, 2016

	No schooling	Some Primary	Complete Primary	Some Secondary	Grade 12/Std 10	Higher	Total
Number							
Black African	24	40	23	-	-	-	**88**
Coloured	2 029	3 104	840	2 814	1 225	121	**10 132**
Indian/Asian	-	26	19	-	-	-	**45**
White	105	263	81	126	1 155	887	**2 616**
Percent (%)							
Black African	27.7	45.7	26.6	-	-	-	**100.0**
Coloured	20.0	30.6	8.3	27.8	12.1	1.2	**100.0**
Indian/Asian	-	57.5	42.5	-	-	-	**100.0**
White	4.0	10.0	3.1	4.8	44.1	33.9	**100.0**

**Excludes “do not know” and “unspecified”*

The table above shows that 27.7% of the Black Africans in Karoo Hoogland municipality have no schooling when compared to other population groups, followed by the Coloured population group (20%). It shows that the White population group is better educated compared to other population groups.

The average population growth rates between 2001 and 2010 are as follows:

- Northern Cape Province (0.3%)
- Namakwa District Municipality (-0.1%)
- Karoo Hoogland Local Municipality (-1.7%) And from 2010 - 2016 (1,8% growth)

ITEM	NUMBER BY 2011	NUMBER BY 2016
POPULATION	12 588	13069
POPULATION GROWTH	1,8% (according to Statssa website)	-
HOUSEHOLDS (TOWNS & RURAL)	3094	3094
HOUSES IN TOWNS	2194	2194
HOUSEHOLDS LEVIED FOR SANITATION	2204	2204
AVERAGE HOUSEHOLD SIZE	3.6 – 4.7 people	3.6 – 5 people
REFUSE DISPOSAL	Refuse Removed by local authority/Private : 2194	Refuse Removed by local authority/Private : 2194
WATER	Piped water inside dwelling : 1596 Piped water inside yard : 598 Access to water : All households- 2194 Municipal boreholes : 15 (water sources for towns)	Piped water inside dwelling : 1596 Piped water inside yard : 598 Access to water : All households- 2194 Municipal boreholes : 15 (water sources for towns)
TOILET FACILITIES	Total sanitation accounts levied : 2309 Flush Toilets connected : 702 Flush toilet with septic : 798 UDS Toilet : 809 serviced by Municipal Contractor	Total sanitation accounts levied : 2309 Flush Toilets connected : 702 Flush toilet with septic : 798 UDS Toilet : 809 serviced by Municipal EPWP Part time employees
ALL HOUSEHOLDS HAVE ACCESS TO WATER, SANITATION AND ELECTRICITY	100%	100%

Population Details

Age	2016/2017			2017/2018			2018/2019		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age: 0 - 14	1609	1635	**3244**	1627	1657	**3284**	1642	1677	**3319**
Age: 15 - 24	1024	1038	**2062**	1038	1049	**2087**	1049	1067	**2116**
Age: 25 - 40	1350	1330	**2680**	1369	1349	**2718**	1388	1368	**2756**
Age: 41 - 64	1910	1870	**3780**	1941	1893	**3834**	1972	1916	**3888**
Age: 65+	741	723	**1464**	782	749	**1531**	816	764	**1580**
Total			**13230**			**13454**			**13659**

Source: QUANTEC and estimated amounts

13230	**13454**	**13659**
2017	**2018**	**2019**

The above figures are estimated and not to be used as true reflection, It will only be confirmed with the Census in 2021

4. VISION

"Karoo Hoogland will be an economical growth node in the Northern Cape, earmarked by active community participation. Council must create an environment that will enhance economic development with specific focus on poverty alleviation and the creation of direct and indirect job opportunities.

Residents will have direct access to basic minimum services and a culture of pay for services must be promoted. Special focus on the development of life skills, infrastructure and education will add to economic-growth.

A safe and healthy environment must be ensured for the communities of Karoo Hoogland. The Karoo Hoogland municipality will be contributing to the fulfilment of its vision for sustainable development by providing leadership on climate change"

OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review individual performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

Some of the legislative prescripts include: Section 152 of the Constitution of the Republic (1996), section 152 local government to be "democratic and accountable government". Section 195 (1) of the Constitution requires the following from local government, inter alia:
- the promotion of efficient, economic and effective use of resources,
- accountable public administration,
- to be transparent by providing information,
- to be responsive to the needs of the community, and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In terms of section 46(1)(a) of the Municipal Systems Act a Municipality must prepare for each financial year a performance report reflecting the Municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the Municipality for the following financial year and measures that were or are to be taken to improve performance.

5. PERFORMANCE MANAGEMENT OVERVIEW AND PROCESS

Performance management is prescribed by Chapter 6 of the MSA, Act 32 of 2000 and the Municipal Planning and Performance Management Regulations, 796 of August 2001. Section 7(1) of the aforementioned regulation 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, organised and managed, including determining the responsibilities of the different role players.**" This framework, inter alia, reflects the linkage between the IDP, budget, Service Delivery Budget Implementation Plan (SDBIP) and individual and service provider performance. Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers and the municipal entities.

In order to improve on performance planning, implementation, measurement and reporting, the institution implemented the following actions.

- Departmental operational plans were developed for monitoring and reporting operational programmes;
- An electronic performance management system is operational within the Municipality. The same system forms the basis of performance evaluations of the Directors (senior managers) and Municipal Manager.
- The Municipality endeavoured during the development of the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) as well as with the development of the Departmental SDBIP that the "SMART" principle be adhered to in the setting of indicators and objectives. Emphasis was placed on ensuring that targets were specific and time bound, thus making it measurable.
- The Integrated Development Plan (IDP) was developed for 2017- 2022 and was reviewed, during the 2020/2021 Financial YEAR. The Top Layer SDBIP in the IDP was also revised during October/November.
- Care has been taken to ensure that the mSCOA regulations are adhered to at all times.

	Performance Policy & Performance Management	All MSA s57/56 Performance contracts signed	Audit Committee	Performance Audit/Management Committee	Municipal Public Accounts Committee	Quarterly Performance Reporting to Council	Mid-Year Performance Reporting to Council	Annual Reporting to Council
In place?	√	√	√	To be established	√	√	√	√

TABLE 4:1 Performance Management System Checklist

The Municipal Scorecard (Top Layer SDBIP) consolidate service delivery targets set by the Council/Senior Management and provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities.

Components of the Top Layer SDBIP included:

- One-year detailed plan, but should include a three year capital plan;
- The 5 necessary components includes:
    - Monthly projections of revenue to be collected for each source
        - Expected revenue to be collected NOT Billed
    - Monthly projections of expenditure (operating and capital) and revenue for each vote
        - Section 71 format(Monthly budget statements)
    - Quarterly projections of service delivery targets and performance indicators for each vote
        - **Non financial measurable performance objectives in form of targets and indicators**
        - Output NOT input /internal management objectives
        - Level and standard of service being provided to the community
    - Ward Information for expenditure and service delivery
    - Detailed Capital project plan broken down by ward over three years

Top Layer KPI's prepared based on the following:

- KPI's identified during the IDP processes and KPI's that need to be reported to key municipal stakeholders.
- KpI's to address the required National Agenda, priorities and minimum reporting requirements.
- KPI's to give effect to the Strategic Objectives and to the Budget for Implementation thereof.
- National KPI set through legislation

It is important to note that the MM needs to implement the necessary systems and processes to provide the PoE's for reporting and auditing purposes.

ISSUES RAISED BY THE AG IN THE 2019/2020 AUDIT REPORT AND MANAGEMENT'S CORRECTIVE MEASURES IN TERMS OF PERFORMANCE AND AOPO (ADDRESSING PRIOR YEAR AUDIT FINDINGS)

ISSUE SUMMARISED	ISSUE CORRECTED OR ADDRESSED
PERFORMANCE EVALUATIONS: No performance evaluation of all staff members, including head of SCM	**A Mutual Agreement was signed between MM, all Directors and Mid-level managers to ensure that personnel on this level know their responsibilities and that they must do their part for the Organisation to reach their goals. Quarterly Reports are drafted and submitted to Council together with the Top Layer SDBIP's performance. Performance is evaluated in terms of compliance of reporting and uploading their reports to the Performance Officials**
AOPO: IDP and SDBIP not aligned	**The IDP now include all the Key Performance Indicators as on the Top Layer SDBIP as well as the Targets A Linkage table between the IDP, SDBIP and all the National KPA and Objectives have been done. All the KPI's link to a IDP Programme Consistency and accuracy will be evident through the quarterly reporting**
AOPO : Inadeqaucies of the PMS	**Corrective Action and measures were included in the Framework and in the Quarterly reporting to ensure follow ups and implemetation of corrective measures Under Achievement were also included Only the MM and Directors have performance agreements The other staff have a signed mutual agreement and their performance or their job responsibilities/compliance are measured in terms of achieving their monthly and quarterly targets.**
AOPO: No proof in the SDBIP that revenue collected and expenditure incurred	**The TL SDBIP included projections of revenue and expenditure per month as well as for the capital projects by vote and source. The SDBIP is divided into Financial and Non-financial. The non-financial part of the SDBIP reports on the targets and actuals per quarter. Financial performance are done through the C-Schedules and the Sec 71 and Sec 72 reporting on the votes and sources of revenue and expenditure and capital projects.**

AOPO: Incomplete Annual Performance report	**APR now include all KPI targets from SDBIP and IDP** **Approved TL SDBIP include annual targets** **Lead Schedules will be addressed in 2021/2022 as the SDBIP is not financially linked towards the KPI's individually only per KPA(requested assistance from RAKOMA Auditing firm – Still await assistance on Lead Schedules and the definition thereof in terms of Performance)** **No Service Providers were used in terms of Service Delivery Agreements and per definition** **A comparison of 2019/2020's Targets will be shown** **Measures taken to improve are also shown through the report**
	Issues were addressed through the Audit Ation Plan and will be continued in 2021/2022

5.1 THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The organisational performance is evaluated by means of a Municipal Scorecard (Top Layer SDBIP) at organisational level and through the Service Delivery and Budget Implementation Plan (SDBIP) at directorate and departmental levels.

5.1.1 ORGANISATIONAL PERFORMANCE

The organisational performance is monitored and evaluated via the **Municipal Scorecard (Top Layer SDBIP)** and through the Service Delivery and Budget Implementation Plan (SDBIP) at directorate and departmental levels. The performance process can be summarised as follows:

- The Top Layer SDBIP 2020/2021 was approved by the Mayor on **8 July 2020**.
- The Municipality utilises a web-based performance management system which is updated on a quarterly basis.
- The first quarter Top Layer SDBIP report was submitted to Council on **30 October 2020** but only tabled to Council on **19 November 2020** due to postponement of the Council Sitting.
- Together with the First Quarter TL SDBIP report Council approved that 10 Departmental KPI's be moved to the Top Layer SDBIP. There were no budgetary implications on this revision. *Only more KPI's moved to Top layer SDBIP for Reporting. The reasons for the change in KPI's was documented in a report to Council for approval on 19 November 2020. KPI's were adjusted to be aligned with functional requirements and the reasons if there were any was documented.*

- The Section 72 Mid-year Report in terms of the MFMA, was submitted to Council **on 29 January 2021**.
- The third quarter SDBIP report was submitted to Council on **31 May 2021**.
- The Internal Audit Unit reviews the performance measurements of the Municipality on a continuous basis as prescribed by relevant legislation, which includes submission of reports on a quarterly basis to the Municipal Manager and Audit Committee.

- The Q4 Performance Report will be submitted to Council on 31 August 2021 as some KPI's measurements only take form after the submission and development of the AFS.
- The Annual Performance Report (APR) forms part of the Annual Report as Chapter 3 and 4.

The SDBIP is a plan that converts the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the Municipality are implemented. It also allocates responsibility to Departments 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 the 12 months; and
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The Departmental SDBIP of each Directorate were approved by the Municipal Manager after the Budget was approved.

The overall assessment of actual Quarterly and annual performance against targets set for the Key Performance Indicators as documented in the SDBIP is illustrated in terms of the following assessment methodology:

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		
Colour	**Explanation on SyStem**	**Category Meaning**
BL	Outstanding/Far Exceeds Target (167% and Above)	KPI Extremely Well Met
T	Achieved/Exceeded Target (133% - 166.9%)	KPI Well Met
G	Achieved target (100% - 132.9%)	KPI Met
Y	Below Target (66% - 99.9%)	KPI Almost Met
R	Unsatisfactory (0% - 65.9%)	KPI Not Met
BR	TARGET ON HOLD	KPI on HOLD (Not able to reach target due to other circumstances such as Covid)
P	TARGETS NOT MEASURED	KPI Not Yet Measured (Not applicable for the Quarter/ No target for the quarter)

The Performance Management System is part of the Sebata EMS system which is an integrated system. All KPI's are linked to the IDP, Projects/Activities in the Budget and the Approved SDBIP.

** The Above Interpretation was suggested by the Service Provider (November 2020) and after evaluation of the System was done during July 2021 was found that the traffic Lights need some adjustments to be in line with the Performance Regulations with reference to the percentages for certain traffic lights.

Progress on KPI's were captured quarterly into the system and reports were then extracted for reporting purposes to the municipal manager, audit committee and council on a quarterly, half yearly and annual basis.

5.1.2 INDIVIDUAL PERFORMANCE (DEPARTMENTAL SCORECARD)

a) Municipal Manager and managers directly accountable to the Municipal Manager

The MSA prescribes that the Municipality must enter into performance-based agreements with the S57-employees and that performance agreements be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2020/21 financial year for the Municipal Manager, Director Infrastructure Services (Senior Manager: Technical Services) and Director Financial Services (Senior Manager Finance) was signed on 28 July 2020. The mid-year performance assessment was done orally during February 2021 for the 2020/21 financial year.

b) Mid-level Managers

The Municipality is in the process of cascading Performance to lower levels staff. It commenced with staff having certain responsibilities which link to KPI's on the Departmental SDBIP. These mid-level personnel signed a mutual agreement to perform their duties and to commit to the performance of the municipality to reach certain strategic goals and objectives as set in the IDP.

The Departmental Scorecards (detailed SDBIP) capture the performance of each Department. Unlike the Municipal Scorecard, which reflects on the strategic performance of the Municipality, the Departmental SDBIP 2020/2021 provides a comprehensive picture of the performance per Department/sub-department. It was compiled by the Senior Managers and middle managers for their Departments and consists of objectives, indicators and targets derived from the approved Top Layer SDBIP and signed off by the Municipal Manager.

KPI's were developed for Council, The office of the MM and for each directorate. The KPI's:

- Address the Top Layer KPI's by means of KPI's for the relevant section responsible for the KPI.
- Include Capital Projects KPI's
- Address the key departmental activities
- Each KPI have clear monthly/quarterly targets and are assigned to the person responsible.

The Municipality utilises an electronic web based system on which the **PMS Officials update actual performance on a monthly and quarterly basis as ws reported by the KPI Owner.** The following information are being captured on the performance system:

- The actual result in terms of the target set.
- A Performance comment on the achievement or non-achievement
- The calculation of the actual performance reported (Evidence submitted)
- The reasons if the target was not achieved

- Corrective measures to improve or rectify the performance against the target set.
- If Targets was on hold due to Covid or any other reasons, the reasons are captured.

Municipal performance is measured quarterly in terms of reporting to the MM and to Council as well as in the Mid-year assessments.

Overall Corrective Measure: All Baseline Information should receive attention in the 2021/2022 financial year.

5.2 THE IDP AND THE BUDGET

The IDP and the budget for 2020/2021 was reviewed and approved on **28 May 2020**. It was in the midst of the global pandemic and the lockdown restrictions were still heavy in place thus certain Council meetings had to take place virtually. The IDP and performance management processes are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fullfils the implementation, management, monitoring and evaluation of the IDP.

5.3 STRATEGIC SDBIP / PERFORMANCE

Strategic Performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that services delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation thereof. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlight strategic performance in terms of the Municipality's Top Layer SDBIP, high level performance in terms of the NKPA's, performance on the NKPI's prescribed in terms of Section 43 of the MSA, 2000 and an overall summary of performance on a functional level. Details regarding specific basic service delivery targets, achievements and challenges will be included in the Annual Report of the Municipality.

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. The SDBIP is the Municipality's strategic plan and shows the strategic alignment between the different documents. (IDP, budget and performance agreements).

The following table explains the method by which the overall assessment of actual performance against targets set for the key performance indicators (KPI's) of the SDBIP is measured:

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		
Colour	**Explanation on SyStem**	**Category Meaning**
BL	Outstanding/Far Exceeds Target (167% and Above)	KPI Extremely Well Met
T	Achieved/Exceeded Target (133% - 166.9%)	KPI Well Met
G	Achieved target (100% - 132.9%)	KPI Met
Y	Below Target (66% - 99.9%)	KPI Almost Met
R	Unsatisfactory (0% - 65.9%)	KPI Not Met
BR	TARGET ON HOLD	KPI on HOLD (Not able to reach target due to other circumstances such as Covid)
P	TARGETS NOT MEASURED	KPI Not Yet Measured (Not applicable for the Quarter/ No target for the quarter)

In the tables listed below is the KPI's set in the approved SDBIP per functional area, including actual performance for the 2020/21 financial year.

This section of the Performance Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's IDP. The 2019/2020 performance are also shown for comparison purposes.

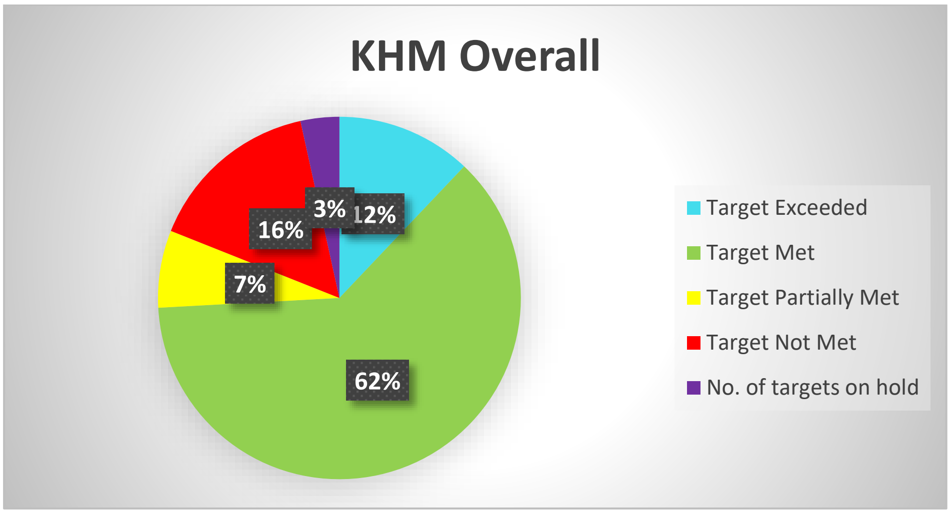
NON FINANCIAL PERFORMANCE INFORMATION / SERVICE DELIVERY PERFORMANCE

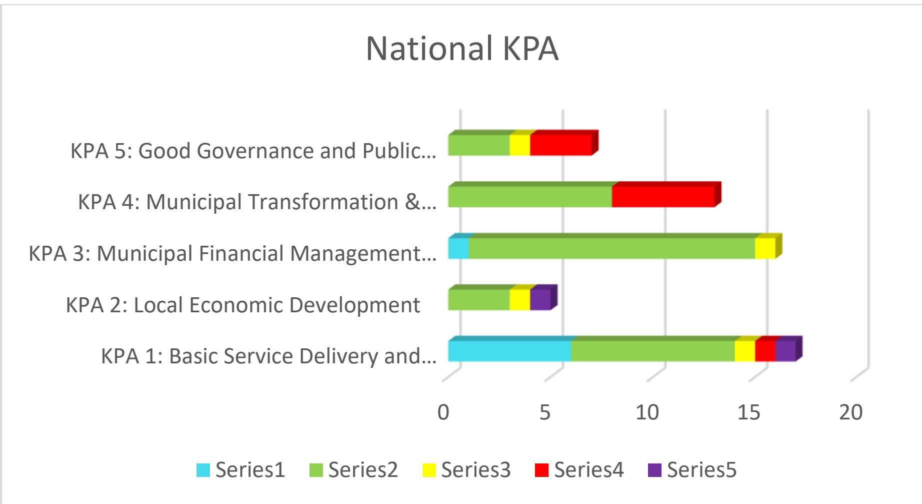
6. PLANNED TARGETS VS ACTUAL RESULTS FOR THE 2020/2021 FINANCIAL YEAR

This section of the Annual Performance Report will report on the Municipality's actual performance against the planned targets as derived from the Municipality's IDP. An overview of the Municipality's actual performance linked to the National KPA's are depicted in Table 5.1 and performance against the National KPI's in point 5.2 below.

6.1 MUNICIPAL PERFORMANCE PER NATIONAL KEY PERFORMANCE AREA AND MUNICIPAL KPA

2019/2020





Karoo Hoogland	KPA 1: Basic Service Delivery and Infrastructure Delivery	KPA 2: Local Economic Development	KPA 3: Municipal Financial Management & Viability	KPA 4: Municipal Transformation & Institutional Development	KPA 5: Good Governance and Public Participation
Target Exceeded 7 (12%)	6 (35.2%)		1 (6,3%)		
Target Met 36 (62%)	8 (47%)	3 (60%)	14 (87.5%)	8 (61.5%)	3 (42.9%)
Target Partially Met 4 (6,89%)	1 (5.9%)	1 (20%)	1 (6,3%)		1 (14%)
Target Not Met 8 (15,5%)	1 (5.9%)			4 (38.5%)	3 (42.9%)
No. of targets on hold 2 (3.4%)	1 (5.9%)	1 (20%)			
No. of targets unable to assess					
Total 57	**17**	**5**	**16**	**12**	**7**

Table 5:1 Municipal performance against the NKPA's

Municipal performance against the NKPA's for 2020/2021

vervang met 2020/2021

6.2. OVERALL PERFORMANCE OF THE MUNICIPALITY

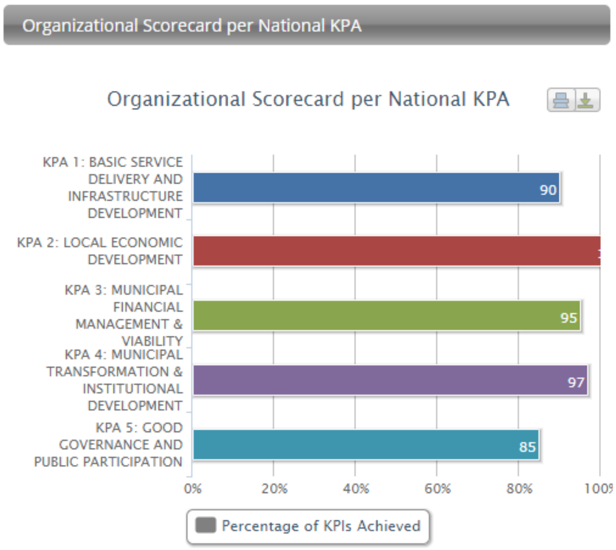
1. Dashboard summary per National Key Performance Area (NKPA) for the period 1 July 2020 – 30 September 2020 and 1 October 2020 – 31 December 2020 and 1 January 2021 – 31 March 2021 and 1 April 2021 – 30 june 2021
2. The full SDBIP (Top Layer and Departmental) consists of 156 KPI's
3. See Annexure A for Q4 performance reporting

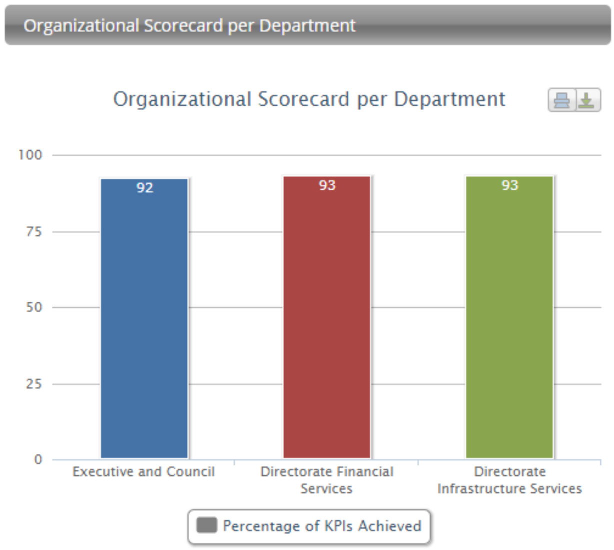
QUARTER 1

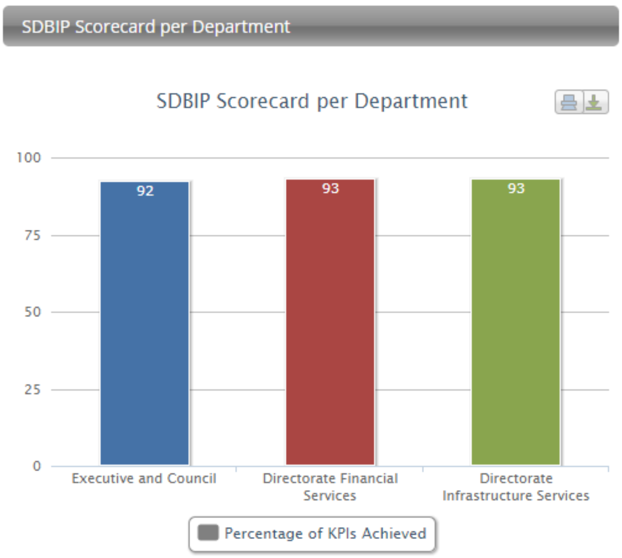
National KPA	No. of targets set	No. of targets achieved	No. of targets partially achieved	No. of targets not achieved	No. of targets over achieved	No. of targets on hold	No. of targets unable to assess
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	28	25	1	2	0	0	0
KPA 2: LOCAL ECONOMIC DEVELOPMENT	5	4	0	0	1	0	0
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	47	41	0	2	3	1	0
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	34	29	0	2	3	0	0
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	42	36	0	4	0	2	0

Q1 Departmental & Organisational Scorecard (Percentages Achieved)

KPA 1: 90%
KPA 2: 106% *(KPI met well – More EPWP appointments than anticipated)*
KPA 3: 95%
KPA 4: 97%
KPA 5: 85%





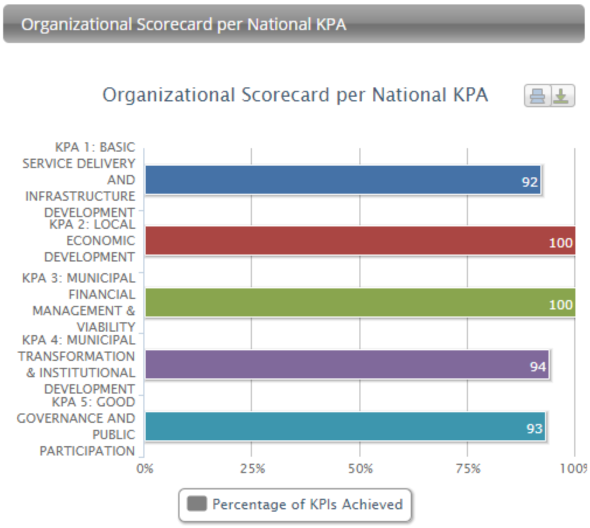


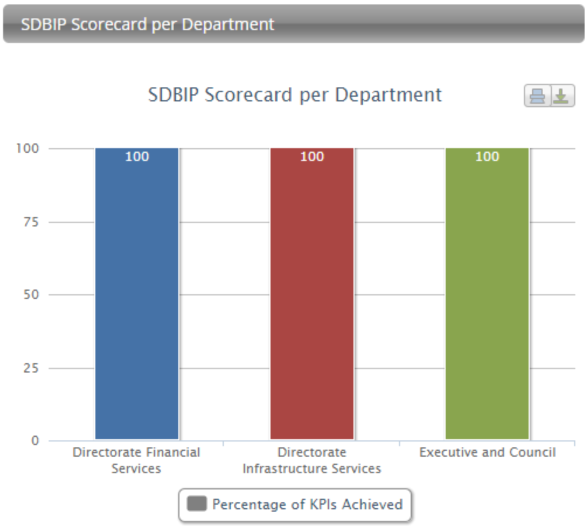
QUARTER 2

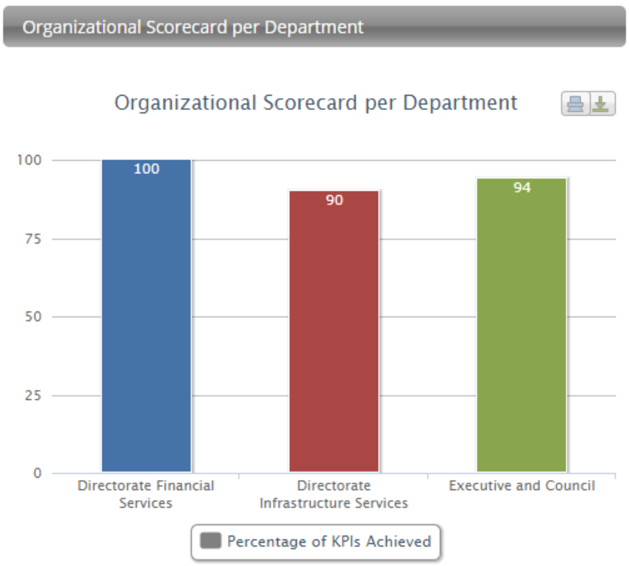
National KPA	No. of targets set	No. of targets achieved	No. of targets partially achieved	No. of targets not achieved	No. of targets over achieved	No. of targets on hold	No. of targets not applicable	No. of targets unable to assess
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	28	11	0	1	1	1	14	0
KPA 2: LOCAL ECONOMIC DEVELOPMENT	5	2	0	0	1	0	2	0
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	47	20	0	0	0	1	26	0
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	34	15	0	1	2	1	15	0
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	42	25	1	1	2	5	8	0

Q2 Departmental & Organisational Scorecard (Percentages Achieved)

KPA 1: 92%
KPA 2: 100%
KPA 3: 100%
KPA 4: 94%
KPA 5: 93%







QUARTER 3

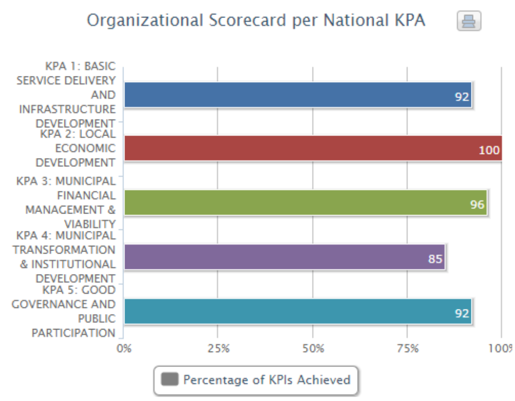
All KPI Performance per National KPA

National KPA	No. of targets set	No. of targets achieved	No. of targets partially achieved	No. of targets not achieved	No. of targets over achieved	No. of targets on hold	No. of targets not applicable	No. of targets unable to assess
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	28	12	0	1	0	1	14	0
KPA 2: LOCAL ECONOMIC DEVELOPMENT	5	3	0	0	1	0	1	0
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	47	30	1	0	0	3	13	0
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	34	11	0	2	1	2	18	0
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	42	24	0	2	0	5	11	0

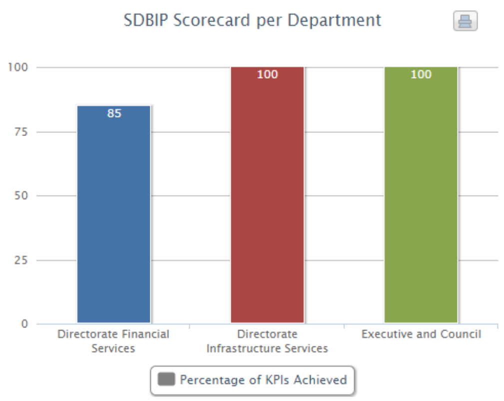
Q3 Departmental & Organisational Scorecard (Percentages Achieved)

KPA 1: 92%
KPA 2: 100%
KPA 3: 96%
KPA 4: 85%
KPA 5: 92%

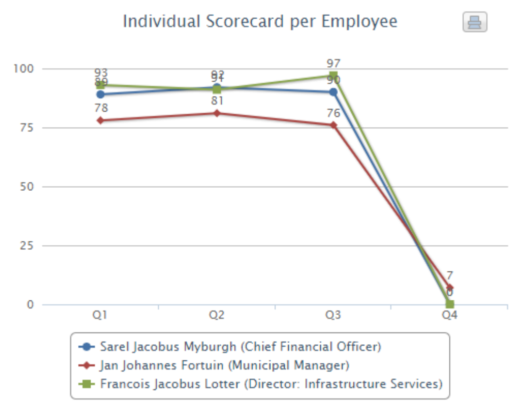
Organizational Scorecard per National KPA



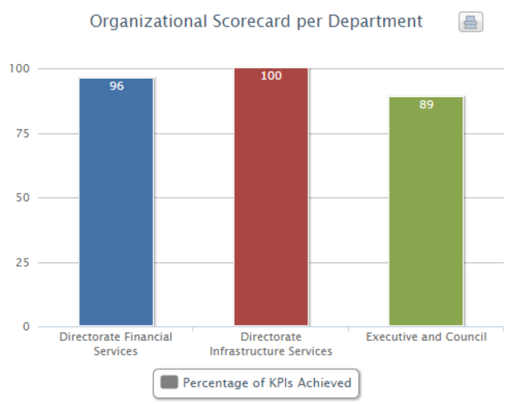
SDBIP Scorecard per Department



Individual Scorecard per Employee



Organizational Scorecard per Department



QUARTER 4

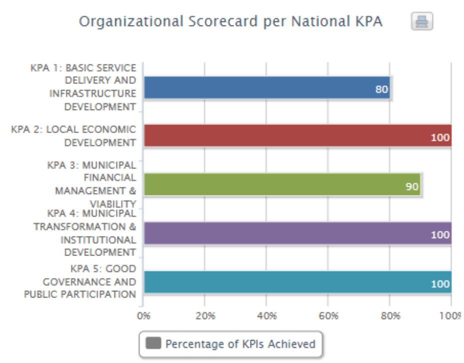
All KPI Performance per National KPA

National KPA	No. of targets set	No. of targets achieved	No. of targets partially achieved	No. of targets not achieved	No. of targets over achieved	No. of targets on hold	No. of targets not applicable	No. of targets unable to assess
KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	28	16	0	4	0	2	6	0
KPA 2: LOCAL ECONOMIC DEVELOPMENT	5	4	0	0	0	0	1	0
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	47	29	1	1	1	0	15	0
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	34	18	0	1	0	2	13	0
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	42	22	2	4	1	6	7	0

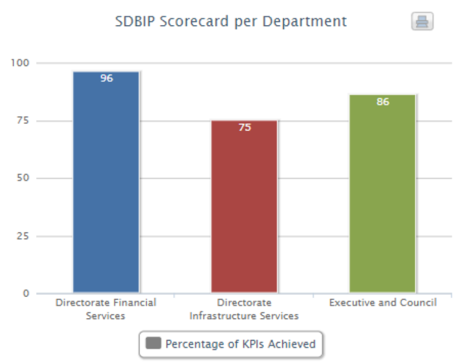
Q4 Departmental & Organisational Scorecard (Percentages Achieved)

KPA 1: 80%
KPA 2: 100%
KPA 3: 90%
KPA 4: 100%
KPA 5: 100%

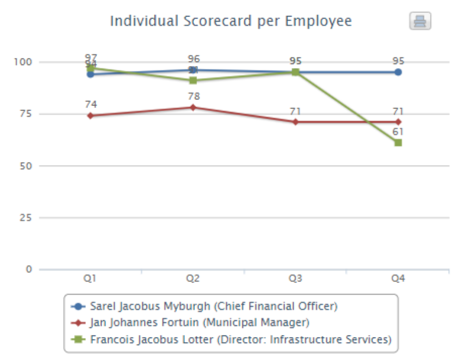
Organizational Scorecard per National KPA



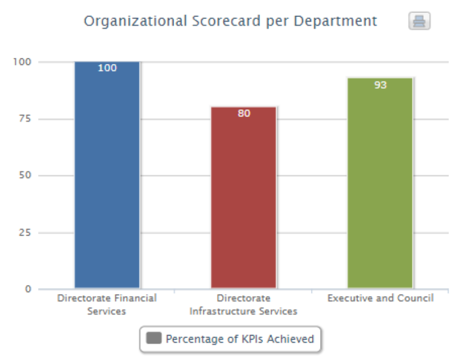
SDBIP Scorecard per Department



Individual Scorecard per Employee



Organizational Scorecard per Department



Section 43 of the MSA, and the Municipal Planning and Performance Regulations requires that Key Performance indicators be set. These indicators are then linked to the National Key Performance Area's. This statistical information is then used by different Sectors to determine how well government is progressing in the implementation of National Policy.

6.3 ACTUAL CONSOLIDATED STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED

6.3.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

					OVERALL PERFORMANCE OF 2020/2021										
					TARGETS					ACTUALS					
IDP Reference Number	National KPA	Key Performance Indicator (KPI)	Portfolio of Evidence / Unit of measurements	Actual Annual Performance 2019/2020	Q1 Measureable Target	Q2 Measureable Target	Q3 Measureable Target	Q4 Measureable Target	Annual Target	Annual ACTUAL	ANNUAL ACHIEVEMENT	ANNUAL CORRECTIVE MEASURES NECESSARY	Q4 Variance Corrective Action	Q4 Measureable Comment	Q4 Overall Comment
TL_0001	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Provide effective weekly refuse removal services	Quarterly Reports on refuse removal	**4**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			Biweekly services has done and due to the fact that the refuse camps was remove biweekly services has been done. No proof of evidence could be submitted, due to the Superintended which is no longer in service.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0002	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Monitor and report on the state of boreholes	Monthly Reports	**12**	3 (Number)	3 (Number)	3 (Number)	3 (Number)	12	**12**	KPI Met			Reporting om boreholes has been done, in the three towns, Fraserburg, Williston, Sutherland.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0003	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	% of budget spent on Water maintenance (Budget/expenditure) x 100	Expenditure Report	-	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	85.00000 (Percentage)	85%	**114.00000 (Percentage)**	KPI Well Met / Exceeded Target			114% was spent on water maintenance.	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A
TL_0004	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Water MIG Expenses: Bulk Water Sutherland	Expense report to MIG	**1**	0 (Number)	0 (Number)	0 (Number)	1 (Number)	1	**1**	KPI Met			Reporting has been done.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A

TL_0005	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTUR E DEVELOPMENT	Limit unaccounted electricity to less than 15% as at 30 June	One system generated report submitted to show the percentage of unaccounted electricity - and show the losses - The EMS system cannot calculate the quarterly losses for electricity	**11%**	0.00000 (Percentage)	0.00000 (Percentag e)	0.00000 (Percentage)	15.00000 (Percentag e)	15%	**9%**	KPI Well Met / Exceeded Target			Due to the Mscao system no portfolio of evidence could be submitted. It can only be done annually.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0006	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTUR E DEVELOPMENT	Limit unaccounted water to less than 15% as at 30 June	1 X Annual Report to show unaccounted water and thus water loss - system cannot generate quarterly reports	**13%**	0.00000 (Percentage)	0.00000 (Percentag e)	0.00000 (Percentage)	15.00000 (Percentag e)	15%	**5.80000 (Percentag e)**	KPI Extremely Well Met / Outstandi ng / Far Exceeds Target			The average water losses was 5.8%.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0007	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTUR E DEVELOPMENT	Water Quality managed and measured quarterly in terms of the SANS Accreditation Physical and micro parameters	Lab Reports per quarter	**1**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**3**	KPI Met, could not do 4th SANS due to lack of funding	Budget for 4 full SANS to be done for the financial year.	It could proceed when funding are available.	Due to unavailable funds therefore it could not proceed.	Work Done: Target not met. Under Performance Reason: Due to unavailable funds therefore it could not proceed. Over Performance Reason: N/A
TL_0008	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTUR E DEVELOPMENT	Conduct water quality test on a monthly basis to ensure 0 E.coli/100ml measured monthly	Lab Results and report received	**0**	3 (Number)	3 (Number)	3 (Number)	3 (Number)	12	**12**	KPI Met		Awaiting for funding to proceed.	No funding received therefor it could not be done.	Work Done: Target met Under Performance Reason: No funding received therefor it could not be done. Over Performance Reason: N/A
TL_0009	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTUR E DEVELOPMENT	Provide piped water ,sanitation /sewerage electricity and solid waste to formal residential properties which are connected to a Municipal Infrastructure network as at 30 June annually	Evidence that all formal residential properties are provided with all basic services Quarterly reports submitted to state the percentage of all the formal residential properties which are connected to Municipal Infrastructure	**100%**	100.00000 (Percentage)	100.00000 (Percentag e)	100.00000 (Percentage)	100.00000 (Percentag e)	100%	**100.00000 (Percentag e)**	KPI Met			Report has been done.	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A

TL_0010	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Updated indigent Register (MFMA Reg S10(a))	"4 x Quarterly Indigent Registers 100% of all qualifying indigent applications processed by 30 June"	**100%**	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100%	**100.00000 (Percentage)**	KPI Met			THe Updated Indigent Register for each town was submitted - all applications which was captured and approved was included for the subsidy	Work Done: THe Updated Indigent Register for each town was submitted - all applications which was captured and approved was included for the subsidy Under Performance Reason: N/A Over Performance Reason: N/A

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENTS AT 30 SEPTEMBER 2020	ACHIEVEMENTS AT 31 DECEMBER 2020	ACHIEVEMENTS AT 31 MARCH 2021	ACHIEVEMENTS AT 30 JUNE 2021
Outstanding/Far Exceeds Target (167% and Above)	Outstanding/Far Exceeds Target	**0**	**0**	**0**	**1**
Achieved/Exceeded Target (133% - 166.9%)	Achievement of target exceeded	**0**	**1**	**0**	**2**
Achieved target (100% - 132.9%)	Target achieved as planned	**6**	**5**	**6**	**7**
Below Target (66% - 99.9%)	75% progress towards achievement of target	**0**	**0**	**0**	**0**
Unsatisfactory (0% - 65.9%)	Below 75% progress towards achievement of target	**1**	**0**	**0**	**0**
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid		**0**	**0**	**0**	**0**
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter		**3**	**4**	**4**	**0**
Total		**10**	**10**	**10**	**10**

SUMMARY OF ABOVE: A total of 10 targets has been set for basic service delivery and infrastructure development for the period under review. All KPI's were measured . Two water reporting KPI's are always dependant on funding. The Full SANS is very expensive and only need to be done once a year however twice is more effective. Two KPI's have been Exceeded it's targets and the one where the water losses have been curbed to 5,8% has far exceeded the target.

Q4 –Thus 100% achieved of the achieveable amount.

6.3.2 LOCAL ECONOMIC DEVELOPMENT

OVERALL PERFORMANCE OF 2020/2021

					TARGETS					ACTUALS					
IDP Reference Number	National KPA	Key Performance Indicator (KPI)	Portfolio of Evidence / Unit of measurements	Actual Annual Performance 2019/2020	Q1 Measureable Target	Q2 Measureable Target	Q3 Measureable Target	Q4 Measureable Target	Annual Target	Annual ACTUAL	ANNUAL ACHIEVEMENT	ANNUAL CORRECTIVE MEASURES NECESSARY	Q4 Variance Corrective Action	Q4 Measureable Comment	Q4 Overall Comment
TL_0011	KPA 2: LOCAL ECONOMIC DEVELOPMENT	Develop a Tourism Development Strategy	1 x Tourism Development Strategy developed and submitted to the MM	**0**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0012	KPA 2: LOCAL ECONOMIC DEVELOPMENT	Create Temporary jobs - FTE's in terms of EPWP and report quarterly on EPWP appointments	Quarterly reports submitted EPWP Appointments target per annum = 50 signed agreements with EPWP's"	**47**	30 (Number)	0 (Number)	20 (Number)	0 (Number)	50	**53 EPWP total of 194 in total of which some are only temporary jobs**	KPI Met			In this quarter 48 jobs were created.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENTS AT 30 SEPTEMBER 2020	ACHIEVEMENTS AT 31 DECEMBER 2020	ACHIEVEMENTS AT 31 MARCH 2021	ACHIEVEMENTS AT 30 JUNE 2021
Outstanding/Far Exceeds Target (167% and Above)	Outstanding/Far Exceeds Target	**0**	**1**	**0**	**0**
Achieved/Exceeded Target (133% - 166.9%)	Achievement of target exceeded	**1**	**0**	**1**	**0**
Achieved target (100% - 132.9%)	Target achieved as planned	**0**	**0**	**1**	**1**
Below Target (66% - 99.9%)	75% progress towards achievement of target	**0**	**0**	**0**	**0**
Unsatisfactory (0% - 65.9%)	Below 75% progress towards achievement of target	**0**	**0**	**0**	**0**
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid		**0**	**0**	**0**	**0**
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter		**1**	**1**	**0**	**1**
Total		**2**	**2**	**2**	**2**

SUMMARY OF ABOVE: A total of 2 targets were set for Local Economic Development for the year under review. 1 target was not measured as it was already achieved in Q3. 1 target has been achieved for the Annual Target in relation to FTE jobs created.

6.3.3 MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

IDP Reference Number	National KPA	Key Performance Indicator (KPI)	Portfolio of Evidence / Unit of measurements	Actual Annual Performance 2019/2020	OVERALL PERFORMANCE OF 2020/2021 — TARGETS: Q1 Measureable Target	Q2 Measureable Target	Q3 Measureable Target	Q4 Measureable Target	Annual Target	ACTUALS: Annual ACTUAL	ANNUAL ACHIEVEMENT	ANNUAL CORRECTIVE MEASURES NECESSARY	Q4 Variance Corrective Action	Q4 Measureable Comment	Q4 Overall Comment
TL_0013	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Report to the audit committee on the progress made with the implementation of the audit action plan	"2 x reports on the progress of the AAP submitted to the Audit Committee Minutes of meeting where reports were tabled"	1	0 (Number)	0 (Number)	1 (Number)	1 (Number)	2	2	KPI Met			AAP was submitted however the meeting could not take place and was postponed due to a rise in positive covi19 cases in Williston	Work Done: The Last updated AAP is uploaded and submitted which would have been presented to the AC meeting in Q4 which was postponed because of the increasing positive Covid19 cases in Williston . - It will be presented at the next C meeting in August 2021 Under Performance Reason: It will be presented at the next AC Meeting which will only happen in August 2021 Over Performance Reason: N/A
TL_0014	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Facilitate the drafting and approval of the Top Layer Service Delivery and Budget Implementation Plan(SDBIP) approved within 28 days after approval of the Main Budget	Top Layer SDBIP approved by Mayor within 28 days after adoption of budget	1	0 (Number)	0 (Number)	0 (Number)	1 (Number)	1	1	KPI Met			The Final Top Layer SDBIP was completed and approved by the Mayor within 28 Days of the Approval of the Final Budget. The budget was approved on 31 May 2021 and the Final Top Layer SDBIP for 2021/2022 was approved and signed on 28 June 2021	Work Done: The Final Top Layer SDBIP was completed and approved by the Mayor within 28 Days of the Approval of the Final Budget. The budget was approved on 31 May 2021 and the Final Top Layer SDBIP for 2021/2022 was approved and signed on 28 June 2021 Under Performance Reason: N/A Over Performance Reason: N/A

TL_0015	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Submit the Oversight Report on the Annual Report to Council by 31 March	"1 x oversight Report signed Minutes where Oversight Report was tabled to Council"	**New KPI**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met			Due to Covid the MFMA Exemption Notice postponed all submissions of reports with 2 months and thus the Oversight Report was only dealt with in May 2021 - It was drafted by the MPAC at a MPAC Meeting on 21 May 2021 and approved by Council on 31 May 2021	Work Done: Due to Covid the MFMA Exemption Notice postponed all submissions of reports with 2 months and thus the Oversight Report was only dealt with in May 2021 - It was drafted by the MPAC at a MPAC Meeting on 21 May 2021 and approved by Council on 31 May 2021 Under Performance Reason: N/A Over Performance Reason: N/A
TL_0016	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Prepare the Mid-year performance part of the report in terms of s72 of the MFMA to submit to mayor by 25 January and Council by 31 January	"1 Mid year Performance Report submitted Minutes where report was tabled to Council before 31 january"	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0017	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Advertise annual report in external media	1 x Annual Report advertised	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0018	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Draft Annual Report tabled to council within seven months after the end of the financial year before 31 January	Draft Annual Report and Council Resolution	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0019	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Revise the Asset Management Policy	1 x revised Asset management Policy submitted to the MM by 31 march	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/AOver Performance Reason: N/A
TL_0020	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Disclose in the Annual Financial Statements all deviations condoned by Council	AFS submitted to the AG	**1**	1 (Number)	0 (Number)	0 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A

TL_0021	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Financial viability measured in terms of the total amount of outstanding service debtors in comparison with total revenue received for services as at 30 June (Total outstanding service debtors / revenue received for services)	% of outstanding service debtors measured annually Cost Coverage ratio as at 30 June AFS to be uploaded Baseline 2 (National Norm - MFMA Circular 71) (Total outstanding service debtors / revenue received for services)	**25**	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	25.00000 (Percentage)	25	**24.00000 (Percentage)**	KPI Met			Target was set incorrectly - should reflect 24% - anything less than 25% is the norm and thus acceptable- See AFS	Work Done: Target was set incorrectly - should reflect 24% - anything less than 25% is the norm and thus acceptable- See AFS Under Performance Reason: N/A Over Performance Reason: N/A
TL_0022	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Submit the Annual Financial Statements by 31 August to the office of the Auditor General	AFS submitted to the AG	**1**	1 (Number)	0 (Number)	0 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0023	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Implement the Municipal Standard Chart of Accounts	4 x Quarterly reports submitted to Council	**4**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			Implementation of MSCOA's evidence is the Budget being submitted and extracted from the system and strings being submitted - see Sec 71 reports	Work Done: Implementation of MSCOA's evidence is the Budget being submitted and extracted from the system and strings being submitted - see Sec 71 reports Under Performance Reason: N/A Over Performance Reason: N/A
TL_0024	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Achieve a debtor payment percentage of 75% as at 30 June ((Gross debtors opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) X 100	"Gross debtors opening balance + billed revenue - Gross Debtors Closing Balance - Bad Debts /billed Revenue x 100 Payment % achieved"	**76%**	70.00000 (Percentage)	75.00000 (Percentage)	75.00000 (Percentage)	75.00000 (Percentage)	75%	**80%**	KPI Met			Average estimated percentage - see AFS	Work Done: Average estimated percentage - see AFS Under Performance Reason: N/A Over Performance Reason: N/A
TL_0025	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Submit the adjustments budget for approval to Council by 28 February	"1 X Adjustment Budget Minutes of Council where Adjustment Budget were tabled"	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A

TL_0026	KPA 3: MUNICIPA L FINANCIAL MANAGEM ENT & VIABILITY	Submit the Mid-year budget performance report in terms of s72(1)(a)(i); s72(1)(b) subsection (2) and (3) of the MFMA to Council by 31 January	"1 Mid year BUDGET Performance Report submitted Minutes where report was tabled to Council before 31 january"	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0027	KPA 3: MUNICIPA L FINANCIAL MANAGEM ENT & VIABILITY	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June (cost coverage cash equivalents unspent conditional grants – overdraft + short term investment/ monthly fixed operational expenditure excluding (depreciation, amortization and provision of bad debts, impairment and loss on disposal of assets	"AFS Submission Cost coverage ((cash and cash equivalents - unspent conditional grants – overdraft) + short term investment) monthly fixed operational expenditure excluding (depreciation, amortization and provision of bad debts, impairment and loss on disposal of assets)))	**2 Months**	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	25.00000 (Percentage)	1:1.5 RATIOCash to Cover operating expenditure for 2 months	**1:22 months**	KPI Met			The target was set incorrect and need to be corrected for 2021/2022 Cash to cover fixed operating expenditure for 2 months which is within the norm - See AFS	Work Done: The target was set incorrect and need to be corrected for 2021/2022 Cash to cover fixed operating expenditure for 2 months which is within the norm - See AFSUnder Performance Reason: N/AOver Performance Reason: N/A
TL_0028	KPA 3: MUNICIPA L FINANCIAL MANAGEM ENT & VIABILITY	Raise /collect operating budget revenue as per approved budget	95% of Total Annual Operating Budget Revenue raised/collected by 30 June	**75%**	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	95.00000 (Percentage)	95%	**98%**	KPI Well Met / Exceeded Target			98 percentage have been collected - See C Schedule for proof	Work Done: Actual Performance as per the C Schedules Under Performance Reason: N/A Over Performance Reason: No Specific reason, None
TL_0029	KPA 3: MUNICIPA L FINANCIAL MANAGEM ENT & VIABILITY	Financial viability measured ito municipality's ability to meet its service debt obligations as at 30 June 2021 (Short Term Borrowing + Bank Overdraft + Short Term Lease) / (Total Operating Revenue - Operating Conditional Grants Received)	Debt Coverage Ratio shown in amount of months (Total operating Revenue - Operating Grants Received) / (Debt service payments due within the year)) Measured annually" How many months	**1.5 months**	0 (Number)	0 (Number)	0 (Number)	2 (Number)	2 months	**2 months**	KPI Met			Service Debt Obligations can be covered for two months - See cashflow statements	Work Done: Service Debt Obligations can be covered for two months - See cashflow statements Under Performance Reason: N/A Over Performance Reason: N/A

TL_0030	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Submission of the MTREF's to Council for approval by 31 May	"1 X MTREF Minutes of Council meeting as evidence"	1	0 (Number)	0 (Number)	0 (Number)	1 (Number)	1	1	KPI Met		The Budget for 2021/2022 was tabled and approved by Council on 31 May 2021	Work Done: The Budget for 2021/2022 was tabled and approved by Council on 31 May 2021 Under Performance Reason: N/A Over Performance Reason: N/A
TL_0031	KPA 3: MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY	Compile a Procurement Plan for the financial year and submit it to the MM and to Council by 30 March	Procurement Plan compiled and submitted to MM and tabled to Council before 31 March	1	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	1	KPI Met		Corrective Measure from Q3 - It was submitted to the MM on 31 March 2021 however not tabled to COuncil. It was tabled to COuncil on 31 May 2021	Work Done: Corrective Measure from Q3 - It was submitted to the MM on 31 March 2021 however not tabled to COuncil. It was tabled to COuncil on 31 May 2021 Under Performance Reason: N/A Over Performance Reason: N/A

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENTS AT 30 SEPTEMBER 2020	ACHIEVEMENTS AT 31 DECEMBER 2020	ACHIEVEMENTS AT 31 MARCH 2021	ACHIEVEMENTS AT 30 JUNE 2021
Outstanding/Far Exceeds Target (167% and Above)	Outstanding/Far Exceeds Target	0	0	0	0
Achieved/Exceeded Target (133% - 166.9%)	Achievement of target exceeded	1	0	0	1
Achieved target (100% - 132.9%)	Target achieved as planned	2	4	10	10
Below Target (66% - 99.9%)	75% progress towards achievement of target	0	0	1	0
Unsatisfactory (0% - 65.9%)	Below 75% progress towards achievement of target	2	0	0	0
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid		2	0	0	0
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter		14	15	8	8
Total		19	19	19	19

SUMMARY OF ABOVE: A total of 10 targets has been set for Municipal Financial Management & Viability for the period under review. 8 Targets were not applicable for the quarter under review and have not been reported on. 1 Target was brought over from Q3 to Q4 as a corrective measure and was achieved. 1 KPI Raise/Collect's target was 95% and 98% were achieved and therefor the reason for exceeded achievement.

6.3.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

IDP Reference Number	National KPA	Key Performance Indicator (KPI)	Portfolio of Evidence / Unit of measurements	Actual Annual Performance 2019/2020	OVERALL PERFORMANCE OF 2020/2021 – TARGETS: Q1 Measureable Target	TARGETS: Q2 Measureable Target	TARGETS: Q3 Measureable Target	TARGETS: Q4 Measureable Target	TARGETS: Annual Target	ACTUALS: Annual ACTUAL	ANNUAL ACHIEVEMENT	ANNUAL CORRECTIVE MEASURES NECESSARY	Q4 Variance Corrective Action	Q4 Measureable Comment	Q4 Overall Comment
TL_0032	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Report quarterly on requests received i.t.o Promotion of Access to Information	"4 x Quarterly PAIA request reports "	**No Reports**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			Request received	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A
TL_0033	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Advertise and fill all funded vacancies within 6 months from date of declaration of vacancy	"100% Organogram uploaded with report on amount of posts with nr of posts vacant Quarterly report "	**100%**	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100%	**100%**	KPI Met			Total vacancies are 17 15 Funded 2 Unfunded	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0034	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Develop a HIV/ AIDS policy for staff	1 x HIV/Aids Policy developed and submitted to the MM by 31 March	**New KPI**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0035	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Report on the number of people from employment equity target group groups employed in the three highest levels of management in compliance with Karoo Hoogland's Employment Equity plan	Reports submitted to MM by 30 November and by 30 June	**100%**	0 (Number)	1 (Number)	0 (Number)	1 (Number)	2	**100%**	KPI Met			Report has been done.	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A

TL_0036	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Percentage of the municipalities operational budget actually spent on implementing the Workplace Skills Plan	"Extract of Budget WSP Proof of expenditure on Implementation of WSP"	**0**	0.00000 (Percentage)	0.00000 (Percentage)	0.00000 (Percentage)	1.00000 (Percentage)	1%	**The amount budgeted was less than 1%** **Amount spend =/+R129 000 on a budgeted amount of +/-R 135 000**	KPI Not Met / Unsatisfactory – Due to Covid	Clear Targets need to be set and it should be implemented and reported on in the HR Report The Annual Target need adjustment and a relook to be in the organisations financial reach		See HR report attached, 2.1.1 - Due To Covid training could not be conducted	Work Done: Target not met. Under Performance Reason: Due to COVID training could not be conducted. Over Performance Reason: N/A
TL_0037	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Annually reviewing the Organogram through normal customised review processes	1 x Reviewed organogram before 30 June	**0**	0 (Number)	0 (Number)	0 (Number)	1 (Number)	1	**1**	KPI Met			Report has been done.	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A
TL_0038	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Publish Performance Contracts of Senior Managers and MM	3 x performance Contracts published to the website before 30 July	**3**	1 (Number)	0 (Number)	0 (Number)	0 (Number)	3	**3**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A
TL_0039	KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	Annual Performance Report tabled to council within two months after the end of the financial year	Annual Performance Report and Council Resolution of tabling	**1**	1 (Number)	0 (Number)	0 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		**ACHIEVEMENTS AT 30 SEPTEMBER 2020**	**ACHIEVEMENTS AT 31 DECEMBER 2020**	**ACHIEVEMENTS AT 31 MARCH 2021**	**ACHIEVEMENTS AT 30 JUNE 2021**
Outstanding/Far Exceeds Target (167% and Above)	Outstanding/Far Exceeds Target	**0**	**0**	**0**	**0**
Achieved/Exceeded Target (133% - 166.9%)	Achievement of target exceeded	**0**	**1**	**1**	**0**
Achieved target (100% - 132.9%)	Target achieved as planned	**3**	**4**	**2**	**4**
Below Target (66% - 99.9%)	75% progress towards achievement of target	**0**	**0**	**0**	**0**
Unsatisfactory (0% - 65.9%)	Below 75% progress towards achievement of target	**0**	**0**	**0**	**1**
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid		**0**	**0**	**0**	**0**
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter		**5**	**3**	**5**	**3**
Total		**8**	**8**	**8**	**8**

SUMMARY OF ABOVE: A total of 8 targets has been set for Municipal Transformation & Institutional Development for the period under review. 4 Targets have been met. 3 Targets was not applicable for Q4 and have not been reported on. TL_0036 need in depth revision when the goal and target for the new year are set as it was set to high taking into account Covid and related restrictions and was thus not met. More measureble targets should be set and targets should not be vague. It should be in the organisations reach.

6.3.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP Reference Number	National KPA	Key Performance Indicator (KPI)	Portfolio of Evidence / Unit of measurements	Actual Annual Performance 2019/2020	OVERALL PERFORMANCE OF 2020/2021 – TARGETS: Q1 Measureable Target	Q2 Measureable Target	Q3 Measureable Target	Q4 Measureable Target	Annual Target	ACTUALS: Annual ACTUAL	ANNUAL ACHIEVEMENT	ANNUAL CORRECTIVE MEASURES NECESSARY	Q4 Variance Corrective Action	Q4 Measureable Comment	Q4 Overall Comment
TL_0040	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Investigation of all formally reported fraud, theft and corruption cases	"100% of investigations initiated within 30 days of receipt Register with dates of receipt and date of reporting "	**New KPI**	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100%	**100.00000 (Percentage)**	KPI Met			No requests received for this quarter.	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A
TL_0041	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Coordinate answering of parliamentary and ministerial questions within 48 hours	100% responded to all parliamentary and ministerial questions within 48 hours	**100%**	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100%	**100.00000 (Percentage)**	KPI Met			No requests received.	Work Done: Target met. Under Performance Reason: N/A Over Performance Reason: N/A
TL_0042	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Respond to all Formal External Media enquiries within 72 working hours	Percentage of formal enquiries responded to within 72 workings hours of receipt Register Report submitted to show the incoming Enquiry date and the date of response **Scan in Formal External media enquiry and the responses	**100%**	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100.00000 (Percentage)	100%	**100.00000 (Percentage)**	KPI Met			No requests received.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0043	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Coordinate ward committee meetings and submit reports to portfolio committees and to Council on a quarterly basis	"4 x Quarterly reports submitted to portfolio committees Minutes of Portfolio committees were reports were tabled"	**0**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			Ward committee meeting has been held in ward 2 Fraserburg.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0044	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Submit IDP Process Plan to Council by 30 August	"1 x IDP Process Plan submitted to Council Minutes where IDP Process Plan was tabled to Council"	**1**	1 (Number)	0 (Number)	0 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A

TL_0045	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	IDP and Budget annual stakeholder engagements/consultations by 30 June	"6 x Engagement meetings held (2 meetings X 3 towns) Agenda & Attendance & Minutes & Photos"	**3**	0 (Number)	3 (Number)	0 (Number)	3 (Number)	6	**3**	KPI Met			Due to COVID19 / Budget Public Participation Processes was not permitted. The Municipality did receive circulars. It was advertised for public input.	Work Done: Target met Under Performance Reason: N/A Over Performance Reason: N/A
TL_0046	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Quarterly Audit Committee reports submitted to Council	"4 x Quarterly Audit Committee reports Minutes of Council meeting where reports was tabled"	**New KPI**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			Q3 AC Report was presented to Council on 31 May 2021	Work Done: Q3 AC Report was presented to Council on 31 may 2021 Under Performance Reason: N/A Over Performance Reason: N/A
TL_0047	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Develop a RBAP for the next financial year and submit to the Audit Committee by 30 June	"1 x RBAP submitted Minutes of Audit Committee where RBAP was tabled "	**0**	0 (Number)	0 (Number)	0 (Number)	1 (Number)	1	**1**	KPI Met			Attached is the RBAP which was finalised before 30 June 2021. It should have been presented and tabled at the AC Meeting which was postponed due to Covid -It will be presented at the next AC Meeting in August 2021	Work Done: Attached is the RBAP which was finalised before 30 June 2021. It should have been presented and tabled at the AC Meeting which was postponed due to Covid -It will be presented at the next AC Meeting in August 2021 Under Performance Reason: N/A Over Performance Reason: N/A
TL_0048	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Approve audit Action Plan by 28 February annually to address the issues raised in the Audit report for the relevant financial year	1 x Audit Action Plan approved by the MM by 28 February	**1**	0 (Number)	0 (Number)	1 (Number)	0 (Number)	1	**1**	KPI Met				Work Done: Under Performance Reason: N/A Over Performance Reason: N/A

TL_0049	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATIO N	Communicate with the Community by issuing external newsletters	4 x external newsletters issued	**4**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			The Quarterly Community Newsletter has been developed and Distributed via Email, Whatsapp and FB as well as on the Website	Work Done: The Quarterly Community Newsletter has been developed and Distributed via Email, Whatsapp and FB as well as on the WebsiteUnder Performance Reason: N/AOver Performance Reason: N/A
TL_0050	KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATIO N	Monitor implementation of Council Resolution	4 Quarterly reports submitted to Council by 30 June	**4**	1 (Number)	1 (Number)	1 (Number)	1 (Number)	4	**4**	KPI Met			Council Resolution for Q4 uploaded - all resolutions captured and checked quarterly - no outstanding decisions	Work Done: Council Resolution for Q4 uploaded - all resolutions captured and checked quarterly - no outstanding decisions Under Performance Reason: N/A Over Performance Reason: N/A

INTERPRETATION OF TRAFFIC LIGHTS REFLECTED IN THIS REPORT		ACHIEVEMENTS AT 30 SEPTEMBER 2020	ACHIEVEMENTS AT 31 DECEMBER 2020	ACHIEVEMENTS AT 31 MARCH 2021	ACHIEVEMENTS AT 30 JUNE 2021
Outstanding/Far Exceeds Target (167% and Above)		**0**	**0**	**0**	**0**
Achieved/Exceeded Target (133% - 166.9%)	Achievement of target exceeded	**0**	**0**	**0**	**0**
Achieved target (100% - 132.9%)	Target achieved as planned	**7**	**8**	**8**	**9**
Below Target (66% - 99.9%)	75% progress towards achievement of target	**1**	**0**	**0**	**0**
Unsatisfactory (0% - 65.9%)	Below 75% progress towards achievement of target	**0**	**0**	**0**	**0**
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid		**0**	**0**	**1**	**1**
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter		**3**	**3**	**3**	**2**
Total		**11**	**11**	**11**	**11**

SUMMARY OF ABOVE: A total of 11 targets has been set for Good Governance and Public Participation for the period under review.

2 KPI's were not measured and 1 KPI was put on hold however the RBAP was finalised and achieved and should just be presented and tabled to the AC in August 2021. 9 KPI's were achieved in Q4 and thus 100% of the KPI's set were achieved.

SUMMARY PER MUNICIPAL KPA OF SECTION 6

Quarter 1(on previous traffic lights – extracted from Q1 report)

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL
TARGET EXCEEDED	0	1	1	0	0	2
TARGET MET	6	0	3	3	7	19
TARGET PARTIALLY MET	0	0	0	0	1	1
TARGET NOT MET	0	0	2	0	0	2
TARGET ON HOLD	0	0	2	0	0	2
TARGETS NOT MEASURED / NOT APPLICABLE FOR THE QUARTER	4	1	13	5	3	26
TOTAL	10	2	19	8	11	50

Quarter 2

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL
Outstanding/Far Exceeds Target (167% and Above)	0	1	0	0	0	1
Achieved/Exceeded Target (133% - 166.9%)	1	0	0	1	0	2
Achieved target (100% - 132.9%)	5	0	4	4	8	21
Below Target (66% - 99.9%)	0	0	0	0	0	0
Unsatisfactory (0% - 65.9%)	0	0	0	0	0	0
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	0	0	0	0	0	0
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	4	1	15	3	3	26
Total	10	2	19	8	11	50

Quarter 3

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL
Outstanding/Far Exceeds Target (167% and Above)	0	0	0	0	0	0
Achieved/Exceeded Target (133% - 166.9%)	0	1	0	1	0	2
Achieved target (100% - 132.9%)	6	1	10	2	8	27
Below Target (66% - 99.9%)	0	0	1	0	0	1
Unsatisfactory (0% - 65.9%)	0	0	0	0	0	0
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	0	0	0	0	1	1
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	4	0	8	5	3	20
Total	10	2	19	8	11	50

Quarter 4

	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	LOCAL ECONOMIC DEVELOPMENT	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	TOTAL
Outstanding/Far Exceeds Target (167% and Above)	1	0	0	0	0	1
Achieved/Exceeded Target (133% - 166.9%)	2	0	1	0	0	3
Achieved target (100% - 132.9%)	7	1	10	4	9	31
Below Target (66% - 99.9%)	0	0	0	0	0	0
Unsatisfactory (0% - 65.9%)	0	0	0	1	0	1
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	0	0	0	0	1	1
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	0	1	8	3	2	14
Total	10	2	19	8	11	50

Explanation on TARGET ON HOLD: *The Targets placed on hold should not be added up to reach the total because they have been included in the Targets Not Met row because the targets have been set and not met but due to circumstances out of our control the targets were also placed on hold to be reached in the following quarter if possible.*

Annexures

Annexure A — Organisational SDBIP 2020/2021 per National/Municipal KPA and assessment of targets achieved

SUMMARY AND CHALLENGES

Annexure A is the unaudited SDBIP(Top Level SDBIP) for all four quarters of the financial year 2020/2021 ending 30 June 2021, which measures Karoo Hoogland's overall performance per MKPA and NPKA. The report, furthermore, includes the performance comments and corrective measures indicated for targets not achieved.

This information are all fully incorporated into the Annual Report as Chapter 3 and Chapter 4 and as a separate annexure.

NATIONAL KEY PERFORMANCE INDICATORS : BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT

The following table indicates the municipality's performance in terms of the National KPI required in terms of the LG: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA.

KPA & Indicators	2019/2020	2020/2021
Basic Service Delivery		
The number of households with access to basic level of water	2204	2209
The number of households with access to basic level of sanitation	2204	2209
The number of households with access to basic level of electricity	2204	2209
The number of households with access to basic level of solid waste removal	2204	2209
Local Economic Development		
The number of jobs created through municipality's LED initiatives including capital Projects	47	53
*Represents the number of households that were billed as at 30 June 2020 and 30 June 2021 * Number of Full Equivalent Employment (FTE's) created in terms of the EPWP as at 30 June 2020 and 30 June 2021		

FREE BASIC SERVICES AND INDIGENT SUPPORT

Due to the level of unemployment and subsequent poverty in the local municipal area, there are households that are unable to pay for normal municipal services. The Municipality therefore adopted an Indigent Management Policy to ensure that these households have access to at least all basic municipal services and was guided in the formulation of this Policy by the National Government's Policy in this regard.

Table 33: Number of households benefiting from indigent support system, 2016

Namakwa District Municipality	Indigent households registered with municipalities	Benefitting			
		Water	Electricity	Sewerage and sanitation	Solid waste management
Hantam Municipality	1 452	1 452	1 229	1 452	1 452
Kamiesberg Municipality	1 276	1 276	1 201	205	1 226
Karoo Hoogland Municipality	944	944	944	944	944
Nama-Khoi Municipality	5 045	5 045	5 045	5 045	5 045
Richtersveld Municipality	1 068	1 068	1 033	1 068	1 068
Khâi-Ma Municipality	1 752	1 752	1 353	1 751	1 751
Total	**11 537**	**11 537**	**10 805**	**10 465**	**11 486**

Source: Non-financial census of municipalities, 2017

Table 33 shows that the number of indigent households registered in the Namakwa district for the year 2016 is 11 537 units with Nama-Khoi municipality having the highest number of such households at 5 045 units, followed by Khai-Ma, Hantam, and Kamiesberg municipality with 1 752, 1 452 and 1 276 indigent households registered as indigent respectively. The municipalities with the least number of indigent households are Karoo

All households who qualify in terms of the said policy, receives a subsidy on property rates as well as other service charges such as water, refuse and electricity (50kWh of electricity per month free of charge as well as 6000 liters water per household per month (appr. 200 liters of water/ day))

Free Basic Services To Low Income Households											
	Number of households										
		Households earning less than R 5300 per month									
			Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse		
	Total	Total	Acces s	%	Access	%	Access	%	Access	%	
	2204	924	924	42 %	924	42%	417	19%	924	42%	
	2209	874	874	40 %	874	40%	441	20%	874	40%	
	2209										
									T3.6.3		

Free basic Electricity is split between municipal and what Eskom provides.

Only households where the accountholder or property owner has registered as indigent in terms of the municipality's annual registration program and whose registration has been approved and entered into the register of indigents qualify for the above concessions. These registers are submitted each month per town to the Performance Management System as well.

The subsidies on rates and the specified service charges will be determined as part of each annual budget and in terms of the Municipality's Policies on property rates and tariffs.

Currently there are **874 (30 June 2021)** households that are receiving indigent support on a monthly basis. However this amount varies each month as the indigents need to apply monthly as we found that household situations differ each month.

LOCAL ECONOMIC DEVELOPMENT

Municipalities have a Constitutional Mandate to promote Local Economic Development (LED). Section 153 of the Constitution of the Republic of South Africa, 1996 states that: "*A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the Community.*"

Economic development can be defined as an "***activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs*".**

Circulate local generated money and money received via value chain and local procurement in the local community to increase the number of times profit can be added to an ever growing bigger volume of local currency that will subsequently grow the economy and create local ownership and employment. This require that local resources are added value to and exported. Furthermore local residential, commercial and industrial demands are supplied by locally owned enterprises, thus circulating local currency and obtaining external currency to grow the local GDP.

Karoo Hoogland Municipality has a Local Economic Development Strategy which will be Implemented in 2021/2022 financial year.

JOBS CREATED THROUGH EPWP

In relation to no jobs created in the 2017/2018 year, in the 2018/2019 Karoo Hoogland Municipality created **110 EPWP jobs** through projects funded by MIG.

During 2019/2020 47 jobs were created

During 2020/2021 53 jobs were created

NATIONAL KPI – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the Municipality's performance in terms of the national KPIs required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These KPIs are linked to the national key performance area – municipal transformation and organisational development.

KPA and Indicators	Target	Municipal achievement
	2020/2021	**2020/2021**
Percentage of people from employment equity target groups that will be appointed in the three highest levels of management during the 2020/2021 financial year in compliance with the municipality's approved employment equity plan	**100%**	**100%**
Percentage of municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2021 ((Total Actual Training Expenditure/ Total personnel Budget)x100))	**1%**	**0,4%%**

STAFFING AND MANAGEMENT PROFILE

- The total staff complement as at 30 June 2021 was 87 permanent employees.

The Employment Equity Act (1998) Chapter 3, Section 15(1) states that affirmative action measures are measures designed to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to the: "number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan".

EMPLOYMENT EQUITY

Description	African	Coloured	Indian	White	Total
Number of positions filled	**1**	**80**	**0**	**6**	**87**

PERFORMANCE REWARDS

No system for performance rewards is in place for other levels of staff except for the CFO and the Director Infrastructure and the MM. It will receive attention in 2021/2022.

CAPACITATING THE MUNICIPAL WORKFORCE

The main focus for the year was compliance with the Minimum Competency Regulations for Senior and Middle Managers. However, sufficient training was not done and necessary training still need to be done. Training for Councillors, LLF members, Infrastructure personnel and training on the new EMS Financial system from SEBATA were done in 2019/2020, but could not be done in the 2020/2021 year due to Covid and skeleton staff.

MANAGING THE WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

EMPLOYEE EXPENDITURE

The personnel expenditure information is attached as per the Annual Financial Statements Table SA24.

The national norm of between 35 to 40% and Karoo Hoogland is : 35,8 % The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency.

SKILLS DEVELOPMENT - BUDGET ALLOCATION

Total personnel budget	Total training allocated	Total Spent	% spent
R 28 027 700	R 135 000	R 129 025	0,4%

7. SERVICE PROVIDER STRATEGIC PERFORMANCE FOR THE 2020/2021 FINANCIAL YEAR

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the Municipality has entered into a service delivery agreement.

A **service provider:** means a person or institution or any combination of persons and institutions which provide to or for the benefit of the local community

External service provider means: an external mechanism referred to in section 76(b) which provides a municipal service for a municipality

Service delivery agreement: means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality.

During the year under review the Municipality did not appoint any service providers who provided municipal services to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details**.** **All other contract appointments are regularly monitored by the appointed Project Manager who oversees the project or contract.**

DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2021/2022

Chapter 3 and 4 of the Annual Report reflects and elaborates on the Annual Performance Report Information for 2020/2021. A Performance Management System was introduced at the Municipality during the 2018/2019 Financial Year and this has been audited and a qualification has been issued. Reports are being extracted directly from the system as it forms part of the EMS system which is an integrated system. However not integrated with the financial system. Moving forward the system is being refined to ensure that all reporting deadlines are met in terms of section 52 and section 71 and section 72 of the MFMA. All the Municipal KPI's as approved by council will be contained in the system and all managers have been issued with their respective SOP's/Mutual agreements in terms of their job descriptions so that Performance Management can be properly evaluated moving forward from the 2021/2022 financial year.

The main development and service delivery priorities for 2021/2022 forms part of the Municipality's Top Layer SDBIP for 2021/2022 and are indicated in the Top Layer SDBIP for 2021/2022

8. CHALLENGES, CORRECTIVE MEASURES & RECOMMENDATIONS

All Challenges experienced in Q4 have been noted in Section 6 with each KPI. An MFMA Extension notice were received from National Treasury for the extension of certain annually populated reports. The Global pandemic COVID19 and the lockdown regulations are still ongoing and restricting certain activities.

It is a clear challenge that a KPI's should be set to be more measureble and within financial reach.

The initial approved Top Layer SDBIP consisted of 40 KPI's but during the first quarter it was found necessary to report on more than the 40 KPI's and thus some of the Departmental KPI's have been moved to the Top Layer SDBIP to do quarterly reporting on them as well. ***The Revised Top Layer SDBIP was tabled to Council for approval in November 2020. The Revised Top Layer SDBIP now has 50 KPI's after approval from Council.***

During Q4 it was found that some of the National standard KPI's descriptions and Unit of Measurements was captured incorrectly. It was subsequently corrected and Council will have to approve it together with the Annual performance Report which include the Q4 performance.

RECOMMENDATIONS TO COUNCIL:

i. That Council take note of the Q4 Performance Assessment Report (April 2021 – June 2021) for 2020/2021 on the Revised Top Layer SDBIP which is contained in the Annual Performance Report;
ii. That Council take note of the changes on the following Top Layer SDBIP's KPI's and that they approve the corrections and additions;
iii. That Council take note of the overall performance of the organisation;
iv. That Council take note that the corrective measures to be taken and that theywill be addressed in 2021/2022 if necessary.
v. That Council take note and condone the target changes due to incorrect Measurements applied.

9. CONCLUSION

All quarters proved challenging in meeting set KPI's due to the outbreak of COVID 19 in March 2020 and the continueing of the lockdown restrictions. This placed a strain on both the Finances and its ability to deliver services to the community. Karoo Hoogland has strived during the lockdown to ensure that services were not too severely disrupted. Q4's results of the performance can be summarised as follows:

50 Key Performance Indicators (KPIs) listed on the Top layer SDBIP 2020/2021 (for the 4th quarter),

- 14 KPI's were not measured as they were not applicable for the quarter under review,
- 1 KPIs was not met/Unsatisfactory,
- 0 KPI was below target,
- 31 KPI's were achieved as per the target,
- 3 KPI's exceeded the target, and
- 1 KPI far exceeded the target thus outstandingly achieved.

	TOTAL TL SDBIP KPi's	
Outstanding/Far Exceeds Target (167% and Above)	**1**	**2%**
Achieved/Exceeded Target (133% - 166.9%)	**3**	**6%**
Achieved target (100% - 132.9%)	**31**	**62%**
Below Target (66% - 99.9%)	**0**	**0%**
Unsatisfactory (0% - 65.9%)	**1**	**2%-**
TARGET ON HOLD - Not able to reach target due to other circumstances such as Covid	**0**	**-**
TARGETS NOT MEASURED - Not applicable for the Quarter/ No target for the quarter	**14**	**28%**
Total	**50**	**100%**

All applicable targets set on a strategic level was achieved except for the 1 KPI which could not be reached due to Covid and having skeleton staff thus staff could not attend trainings.

The overall performance of the organisation is 70% achieved plus the 28% not applicable = **98% Achieved** and 2 % was not achieved due to Covid. Thus only 2% was not achieved and unsatisfactory as well as below target which will receive attention in 2021/2022 with the implementation of the corrective measures. The Corrective measures/actions can be found in Annexure A and will need to be followed up and taking into account in Q1 performance reporting of 2021/2022 TL SDBIP.

The Karoo Hoogland Municipality presents this Annual Performance Report for 2020/2021 to the Community of Karoo Hoogland. The Municipality remains committed to the needs of the Community as identified in the IDP by providing access to quality and affordable basic services.

The Annual Performance Management Report also demonstrated that development challenges can be collectively minimised as to ensure that intended outcomes are maximised within the ambit of the Municipality's resources. The Karoo Hoogland Municipality strives to provide services to all within it's limited financial means.

All Corrective measures were taken into consideration when the 2021/2022 Top Layer SDBIP were drafted.

The Sub Directorate (Administration) would like to extend its gratitude to each and every employee for their perseverance and dedication in ensuring that they continue and contribute meaningfully to the purpose and goals of the Municipality's IDP and to those who made this report possible.

……………………………………..

Mr JJ Fortuin

Municipal Manager

PART 2 : FINANCIAL PERFORMANCE INFORMATION

10. MUNICIPAL FINANCIAL PERFORMANCE FOR THE 2020/2021 FINANCIAL YEAR AND MEASURES TAKEN TO IMPROVE PERFORMANCE

This section provides a high level overview of capital and cash flow performance. Financial Performance will be reported in more detail in Chapter 5 as well as in the AFS. These are unaudited Figures and might change.

CAPITAL PROJECT PERFORMANCE

The Following projects commenced in **2020/2021** for which funding have been secured:

- Paving/Upgrading of Streets in Williston Phase 2 MIG
- Fencing of refuse site Fraserburg (R 1 000 000) Incentive grant EPWP
- Procurement of a Sewage Suction Tanker Own Funding

The table below gives information on the largest capital projects in all wards for 2020/2021:

CAPITAL PROJECTS 2020/2021				
No	**Project name and Detail**	**Start Date**	**End Date**	**Total Value R**
1	Williston Streets Upgrading Phase 2	September 2020	February 2021	+/- R 6 400 000
2	Fencing of Refuse Site Fraserburg	September 2020	June 2021	+/- R 1 000 000
3	Sutherland Sewage Suction Truck	September 2020	April 2021	+/- R1 100 000

CASH FLOW PERFORMANCE

Financial Year	Revenue				Operating Expenditure			
	Budget	Actual	Difference	%	Budget	Actual	Difference	%
	R'000	R'000	R'000		R'000	R'000	R'000	
2017/2018	56858	56638	220	99.61%	56805	59935	-3130	105.51%
2018/2019	58378	55329	3049	94.78%	58323	65323	-7000	112.00%
2019/2020	58556	57438	1118	98.09%	64017	69196	-5179	108.09%
2020/2021	70581	75 139	4558	94.00%	71515	76780	-5265	107.36%

2019/2020

	Approved Budget	Adjusted Budget	Actuals
Revenue	R 59,087,000	R 58,556,000	R 57,438,000
Opex	R 66,428,000	R 64,017,000	R 69,196,000
Capex	R 36,234,000	R 10,087,000	R 11,212,000

2020/2021

'000	Approved Budget (A-Schedule)	Adjusted Budget (B-Schedule)	Actuals (C-Schedule)
Revenue	R 63350	R 70581	R 64276
Opex	R 65568	R 71515	R 56896
Capex	R 8316	R 9367	R 8784

FINANCIAL INFORMATION AS PER THE BUDGET (A-SCHEDULE) AND THE ACTUALS(C-SCHEDULE) FOR 2020/2021

REPORTING ON THE MONTHLY PROJECTIONS/BUDGET VS THE MONTHLY ACTUALS FOR REVENUE AND EXPENDITURE (C-SCHEDULES) *(Unaudited)*

Description	Budget Year 2020/21																									
	Original Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Monthly actual	Monthly Budget	Yearly Actual	Yearly Budget
R thousands		Jul-20	Jul-20	Aug-20	Aug-20	Sep-20	Sep-20	Oct-20	Oct-20	Nov-20	Nov-20	Dec-20	Dec-20	Jan-21	Jan-21	Feb-21	Feb-21	Mar-21	Mar-21	Apr-21	Apr-21	May-21	May-21	Jun-21	Jun-21	2020/2021	2020/2021
Revenue By Source																											
Property rates	7,348	874	612	547	612	543	612	541	612	546	612	547	612	547	612	546	612	546	612	529	612	543	612	548	612	6,856	7,348
Service charges - electricity revenue	11,324	997	944	874	944	863	944	936	944	1,022	944	891	944	1,215	944	870	944	991	944	1,059	944	956	944	1,013	944	11,688	11,324
Service charges - water revenue	4,064	501	339	331	339	294	339	347	339	382	339	330	339	425	339	313	339	363	339	312	339	389	339	256	339	4,242	4,064
Service charges - sanitation revenue	3,437	304	286	296	286	292	286	275	286	283	286	283	286	281	286	275	286	281	286	273	286	269	286	289	286	3,400	3,437
Service charges - refuse revenue	2,694	238	225	229	225	224	225	220	225	219	225	216	225	215	225	215	225	211	225	209	225	208	225	210	225	2,614	2,694

Rental of facilities and equipment	588	38	49	46	49	42	49	41	49	43	49	41	49	40	49	46	49	42	49	53	49	48	49	40	49	**520**	**588**
Interest earned - external investments	237	9	20	19	20	33	20	30	20	17	20	10	20	2	20	17	20	10	20	17	20	17	20	18	20	**199**	**237**
Interest earned - outstanding debtors	2,561	199	213	208	213	211	213	216	213	218	213	221	213	221	213	225	213	228	213	228	213	226	213	232	213	**2,633**	**2,561**
Fines, penalties and forfeits	7	–	1	–	1	–	1	3	1	–	1	–	1	–	1	–	1	0	1	0	1	0	1	0	1	**4**	**7**
Agency services	28	–	2	–	2	–	2	–	2	–	2	–	2	–	2	–	2	–	2	–	2	–	2	–	2	**–**	**28**
Transfers and subsidies	32,761	10,864	2,730	–	2,730	–	2,730	271	2,730	549	2,730	10,625	2,730	–	2,730	226	2,730	6,231	2,730	117	2,730	549	2,730	2,124	2,730	**31,555**	**32,761**
Other revenue	532	54	44	51	44	72	44	42	44	26	44	16	44	51	44	32	44	51	44	32	44	22	44	117	44	**565**	**532**
Total Revenue (excluding capital)	**65,581**	**14,078**	**5,465**	**2,600**	**5,465**	**2,574**	**5,465**	**2,923**	**5,465**	**3,303**	**5,465**	**13,180**	**5,465**	**2,998**	**5,465**	**2,766**	**5,465**	**8,953**	**5,465**	**2,829**	**5,465**	**3,228**	**5,465**	**4,845**	**5,465**	**64,276**	**65,581**

Expenditure By Type																											
Employee related costs	28,028	1,961	2,336	1,990	2,336	1,953	2,336	1,997	2,336	1,979	2,336	3,851	2,336	2,411	2,336	2,416	2,336	2,392	2,336	2,177	2,336	2,049	2,336	2,554	2,336	**27,729**	**28,028**
Remuneration of councillors	2,763	213	230	213	230	245	230	220	230	220	230	220	230	220	230	220	230	220	230	220	230	220	230	220	230	**2,651**	**2,763**
Debt impairment	3,739	0	312	21	312	238	312	179	312	103	312	0	312	–	312	46	312	85	312	130	312	100	312	2,905	312	**3,807**	**3,739**
Depreciation & asset impairment	7,500	–	625	–	625	–	625	–	625	–	625	–	625	–	625	–	625	–	625	–	625	–	625	7,500	625	**7,500**	**7,500**
Finance charges	134	(9)	11	14	11	7	11	9	11	(0)	11	7	11	8	11	6	11	12	11	12	11	14	11	14	11	**94**	**134**
Bulk purchases	10,100	1,023	842	1,124	842	92	842	876	842	730	842	809	842	739	842	753	842	832	842	720	842	782	842	1,683	842	**10,163**	**10,100**
Other materials	1,320	3	110	74	110	222	110	107	110	79	110	56	110	60	110	61	110	67	110	87	110	76	110	162	110	**1,053**	**1,320**
Contracted services	7,483	197	624	296	624	678	624	1,044	624	509	624	586	624	367	624	659	624	327	624	349	624	625	624	828	624	**6,464**	**7,483**
Transfers and subsidies	197	5	16	55	16	16	16	–	16	95	16	–	16	–	16	–	16	–	16	–	16	4	16	–	16	**175**	**197**

Other expenditure	10,241	266	853	274	853	260	853	311	853	809	853	1,035	853	287	853	906	853	984	853	1,101	853	611	853	816	853	7,661	10,241
Total Expenditure	**71,505**	**3,657**	**5,959**	**4,061**	**5,959**	**3,711**	**5,959**	**4,744**	**5,959**	**4,523**	**5,959**	**6,564**	**5,959**	**4,093**	**5,959**	**5,068**	**5,959**	**4,918**	**5,959**	**4,796**	**5,959**	**4,481**	**5,959**	**16,681**	**5,959**	**67,296**	**71,505**
Surplus/(Deficit)	**(5,924)**	**10,421**	**(494)**	**(1,462)**	**(494)**	**(1,136)**	**(494)**	**(1,820)**	**(494)**	**(1,220)**	**(494)**	**6,615**	**(494)**	**(1,095)**	**(494)**	**(2,302)**	**(494)**	**4,035**	**(494)**	**(1,966)**	**(494)**	**(1,253)**	**(494)**	**(11,837)**	**(494)**	**(3,020)**	**(5,924)**
Transfers and subsidies - capital	8,065	–	664	–	664	–	664	1,031	664	1,553	664	1,401	664	–	664	433	664	–	664	–	664	1,268	664	3,280	664	8,966	7,966
Transfers and subsidies - capital	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	**2,141**	**10,421**	**170**	**(1,462)**	**170**	**(1,136)**	**170**	**(789)**	**170**	**333**	**170**	**8,016**	**170**	**(1,095)**	**170**	**(1,869)**	**170**	**4,035**	**170**	**(1,966)**	**170**	**16**	**170**	**(8,556)**	**170**	**5,947**	**2,042**

The Statement of Financial performance can be found on Page 11 of the Unaudited AFS for 30 June 2021

Annexure A : Q4 PERFORMANCE REPORT FOR 2020/2021