



Fezile Dabi

District Municipality

Mid-Term Budget and Performance Assessment Report for
2020//21 Financial Year

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Accounting Officer's Quality Certification

I, **M L Molibeli**, the Municipal Manager of **Fezile Dabi District Municipality**, hereby certify that:

The mid-year budget and performance assessment for the period of 1 July 2020 to 31 December 2020 as presented herein has been prepared in accordance with Municipal Finance Management Act and regulations made under this Act.

M L Molibeli

Municipal Manager of Fezile Dabi District Municipality, DC 20

Signature: _____

Date: _____

Part 1: In Year Report

1.1 Executive Mayor's Report

In line with Chapter 7 of the Constitution of the Republic of South Africa, Fezile Dabi District Municipality's executive and legislative authority is vested in its Municipal Council. In carrying out its mandate, to govern on its own initiative, the municipality must ensure consistent compliance with applicable national and provincial legislations.

With the foregoing background in mind, section 72 of Municipal Finance Management Act 2003, read together with schedule C of Municipal Budget and Reporting Regulations, 2009 prescribe that the accounting officer of a municipality must, by 25 January of each year, assess the performance of the municipality during the first half of the financial year, taking into account, the monthly statements referred to in section 71 for the first half of the financial year and the targets set in the service delivery and budget implementation plan, the past year's annual report and the progress made in resolving the problems identified in the annual report.

Fellow councillors, it is with great pleasure that I present to council the mid-term budget and performance assessment report of Fezile Dabi District Municipality for the first half of 2020/21 financial year.

I am presenting this report at the time in which our District, Province, Country and the World is confronted with the challenge of COVID-19 pandemic. In response to fighting the scourge, community transmission of the pandemic and trying to flatten the curve of infection the President of the country Honourable Cyril Ramaphosa had on 23 March 2020 announced a nation-wide lockdown in South Africa for 21 days from March 26 to April 16, 2020. These first nation-wide lockdown was preceded with a series of further lockdowns in a form of COVID-19 risk adjusted strategy with different levels based on the rate of transmission in the Country, Province and District. To date our country has recorded a total of 1 412 986 confirmed coronavirus cases and 40 874 people have already succumbed to these deadly pandemic.

Our District is still viewed as a hot spot of the pandemic and in our response to the President's call fighting the pandemic the municipality developed its own COVID-19 response plan led by the Office of the Executive Mayor and supported by the Municipal Manager of the municipality. The plan included number of activities to be rolled out targeting communities in our district. As a result emergency budget had to be put aside to ensure effective and efficient response against the virus.

In addition a district command council both political and administration comprising of all stakeholders in our district was established to deal with matters affecting the virus. Numerous meeting were held and are continuing to be held in a direct fight against the spread of COVID-19 in the absence of a vaccine to treat this pandemic.

In response to the Treasury directive issued on COVID-19 expense the municipality approved a Special Adjustment Budget for **COVID-19** on the 15 June 2020 during the special council meeting. Details on the programmes that were rolled out in response to the municipality COVID-19 response plan details are provide in detail under chapter two of the annual report on service delivery report.

When we presented our 2020/21 IDP to council in May 2020, we made a clear commitment we are determined to continue to strive to maintain our institutional reputation of good governance, accountability and efficient leadership of our municipality. On the same breath the process to embark on community consultation with a view to review the current IDP in preparation for the 2021-22 financial year is upon us.

Honourable Speaker, public participation is highly recognised by all the developmental policies, legislations and the Constitution of the Republic. Public participation is an open process through which the community exchange views and are able to influence decision making. The community participation process of the Fezile Dabi District Municipality under the guidance of the country's legislation enables and creates an environment for citizens to be actively involved, make their inputs and partake.

Therefore, it is during these times of uncertainty we are forced to look at other strategies to conduct public participation as required by legislation whilst observing all COVID-19 protocols and taking the health of its citizens into great consideration. As a result the municipality shall conduct public participation using scientific methods to collect the inputs of citizens from the local municipalities within its jurisdiction namely:

- Metsimaholo Local Municipality
- Moqhaka Local Municipality
- Mafube Local Municipality
- Ngwathe Local Municipality

For the period under review, the municipality had remained financially stable, implemented the budget in line with the approved service delivery and budget implementation plan and has made positive strides in meeting its performance targets and indicators as contained the service delivery and budget implementation plan. In an endeavour to improve the municipality audit outcomes the council of the municipality ensured that all vacant critical post will be filled prior filled effectively from the beginning of the 2020-21 financial year including the Chief Financial Officer.

During the period under review, there were no capital programmes underway, this is due to limited financial resources at our disposal in order to support to our local municipalities to provide infrastructure for service delivery. However, through our district intergovernmental structures, we continued to strengthen our participation and promotion of cooperative governance arrangements with our local municipalities to ensure better coordination or our work and sharing of ideas towards improving the quality of lives of the communities in our district.

Although there has been significant progress made towards realization of the set performance objectives for the period under review, there are however still a number of strategic challenges that needs to be overcome going forward and these include the following dominant challenges:

- Undesirable audit opinions from the Auditor-General;
- Lack of revenue mechanism to improve financial sustainability;

Honorable Speaker, it must be emphasized that the Office of the Auditor-General is the supreme audit institution in South Africa, established in terms of the Constitution and is only accountable to parliament. Like all other institutions established in terms of chapter 9 of the institution, the Constitution provides for the independence of the Auditor-General and requires that he must be impartial and must exercise his powers and perform his functions without fear, favour or prejudice. Along these powers conferred to the Auditor-General, various pieces of legislation, including Municipal Finance Management Act and the Public Audit Act, emphasises specific responsibilities of the Auditor-General, including objectivity and impartiality.

I wish to take this opportunity to inform council that, due to the outbreak of COVID-19, MFMA calendar of events was impacted negative thus leading to some of key timelines having to be postponed. As such the Minister of Finance Honorable T Mboweni issued a special declaration order in a form of a notice exempting municipalities and entities for the 2019/2020 financial year, from complying with the deadlines as prescribed under in of the following sections of the MFMA:

- 126(1), the accounting officer of a municipality- (a) must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate. submit the statements to the Auditor-General for auditing;
- 127(2), the mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of a municipal entity under the municipality's sole or shared control;
- 129(1), the council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council's comments on the annual report, which must include a statement whether the council-
 - (a) has approved the annual report with or without reservations;
 - (b) has rejected the annual report; or
 - (c) has referred the annual report back for revision of those components that can be revised; and
- 133(2), the Auditor-General must submit to Parliament and the provincial legislatures-

-
- (a) by no later than 31 October of each year, the names of any municipalities or municipal entities which have failed to submit their financial statements to the Auditor-General in terms of section 126; and
 - (b) at quarterly intervals thereafter, the names of any municipalities or municipal entities whose financial statements are still outstanding at the end of each interval.

At the time of preparing this Mid-Year Budget and Performance Assessment Report the Auditor General Office was still at work with the municipality management team to finalise the 2019-20 audit. I am confident that, with commitment showed by management this time around the audit outcomes will change to something of the best as compared to the previous year disclaimer audit opinion.

Honorable Speaker, the Cost Containment Regulations came into effect from 1 July 2019. These regulations places a responsibility on everyone to ensure that resources of the municipality are used effectively, efficiently and economically in order to make sure that more is achieved with less. It is therefore my humble plea that we all work together to ensure that we accordingly align ourselves with these regulations in order to maximize our resources and out ability do more with less.

In conclusion, I am confident that the mid-term performance results as contained in this report provide an overall institutional performance results for the mid-term. Based on these results and the outlook of the remaining term of this financial year, I hereby recommend adjustment of the municipality's 2020/21 Budget.

M Moshodi

Executive Mayor

1.2 Resolutions

In line with regulation 5 of Schedule C of Municipal Budget and Reporting Regulations, 2009, a resolution is hereby presented that:

- council note the mid-year budget and performance assessment report referred to in section 72 of Municipal Finance Management Act;
- based on this report, an adjustment budget be prepared and submitted for approval by Council not later than 28 February 2021;

1.3 Executive Summary

The Municipal Budget and Reporting Regulations, 2009 gives a contextual framework to section 17, 71 and 72 of Municipal Finance Management Act, and in relation to section 72, which is a precursor for a this report, prescribes how a the municipality's mid-term budget and performance assessment report must be logically organised and presented.

This mid-term budget and performance assessment report is an accountability document for the Fezile Dabi District Municipality that sets out and explain:-

- a) the municipality's performance in relation to the approved annual budget and any adjustment budget before the main adjustment budget; with specific focus on the financial and non-financial impact
- b) actual targets achieved compared to planned targets for the first half of the financial year;
- c) any material variance from the service delivery and budget implementation plan;
- d) any remedial actions taken or to be taken to toe ensure that projected revenue and expenditure remain within the municipality's budget projections; and
- e) any potential impact of the national government and the provincial government's mid-term budget presented in October 2020 has on the municipality, its budget and planned performance targets.

With the foregoing background in mind, the municipality's actual revenue for period under review (i.e 1 July 2020 to 31 December 2020) shows material variances particularly on transfers and subsidies is due to additional grant funding of R1.8 million allocated to the municipality to fight COVID-19 pandemic, which was not initially budgeted. In response to the Treasury directive issued on COVID-19 expense the municipality approved a Special Adjustment Budget for **COVID-19** on the 15 June 2020 during the special council meeting. Variance of other revenue is due to higher amounts of insurance claims received.

In relation to expenditure, material variances are more visible against depreciation, contracted services, other material and other expenditure. A budget adjustment will be considered in order to make provision for sufficient depreciation, whilst other materials, contracted services and other operating expenditure has

got historical effect since the implementation of mSCOA and the approach in relation thereto, should also consider the reclassification of misallocated transactions in order to have a more meaningful and informed overview of actual expenditure impact against the budget for related items.

In relation to capital expenditure, the allocation that is currently approved is mainly in relation to some fleet items, acquisition of additional tunnels for the Koppies Greenhouse project. The respective capital budget items shows relatively low expenditure in relation budgeted amount. This is mainly due to procurement processes not yet finalised for the planned items.

Finally, a number of various balance sheet items, such as cash, provisions, etc were not initially budgeted for and this on its own necessitates adjustment budget.

On pre-determined objectives early indicators are that, the performance against the output and goals of the Service Delivery and Budget Implementation Plan (SDBIP) are on track. However, some few projects are still lagging behind agreed targets dates for various reasons.

Notwithstanding the challenges as indicated on the top layers SDBIP performance analysis attached herewith as **Annexure A**, the municipality is still on course to achieve what was pre-determined during the beginning of the 2020/21 financial year.

This performance summary is based on the **50 performance indicators and its corresponding targets** in the Top Layer SDBIP that were due for reporting at the end of the quarter under review i.e. Quarter Two (2) (Mid-Year Performance Assessment) of 2020-21. The performance was recorded as follows:

A total target of 37 performance indicators and its corresponding targets were achieved (from the 50 performance indicators and targets due for reporting at the end of first quarter) This accounts for 74% target achievement while 14 performance indicators and its corresponding target were not achieved, translating to 28% negative variance. 2 performance indicators and its corresponding targets are partially achieved.

The audit for the period ending 30 June 2020 is currently still underway due to government gazette no. 43582 of 05 August 2020, exempting municipalities and entities for the 2019/2020 financial year, from complying with the deadlines as prescribed under the notice.

Significant progress was made to address the quality of the AFS to meet the requirements of GRAP. Furthermore, during the period under review significant in roads were made with regard to keeping adequate portfolio of evidence in accordance with the system description of the municipality. At the time of preparing these report no significant material findings have been issued by the Auditor General in so far as Auditing of Performance Information (AOPO) is concerned.

1.4 Mid-term budget tables

The budget tables as presented below therefore provide a pictorial perspective of the financial performance and financial position of the municipality for the period under review, followed by a detailed narrative explanation of material variances, which seek to provide a contextual perspective and elaborative meaning to the figures, with specific focus to vital line items of the statements, that serve as key drivers of performance and service delivery.

The order of the table and summarised explanation of what each table entails is provided herewith as follows:

Table C1 – Monthly Budget Statement Summary: *This table summarises the whole of municipality's financial performance, financial position and cash flow for the period under review.*

Table C2 – Monthly Budget Statement – Financial Performance (functional classification): *Table C2 focuses solely on operating revenue and expenditure based on the functions carried out by the municipality.*

Table C3 – Monthly Budget Statement – Financial Performance (revenue and expenditure by municipal vote): *Table C3 also provides details of operating revenue and expenditure by vote, in other words by department, instead of function or nature of revenue and expenditure as presented in schedule C2 and C4 respectively.*

Table C4 – Monthly Budget Statement – Financial Statement (revenue & expenditure): *Similarly to table C2, table C4 provides operating revenue and operating expenditure based on their nature rather than function.*

Table C5 – Monthly Budget Statement – Capital Expenditure (municipal vote, functional classification and funding): *Table C5 focuses on capital expenditure by department and by function and also outline the respective sources of funding available towards the capital expenditure.*

Table C6 – Monthly Budget Statement – Financial Position: *Table C6 focuses on assets and liabilities of the municipality. It presents information of what is commonly known as the "Balance Sheet"*

Table C7 – Monthly Budget Statement – Cash Flow: Finally, table C7 focuses and provides details of how cash flow was managed for the period under review.

1.4.1 Table C 1 – Monthly Budget Statement Summary

DC20 Fezile Dabi - Table C1 Monthly Budget Statement Summary - Mid-Year Assessment									
Description R thousands	2019/20	Budget Year 2020/21							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	7 727	8 000	8 000	94	995	4 000	(3 005)	-75%	8 000
Transfers and subsidies	16 067	15 150	17 270	-	2 200	8 423	(6 223)	-74%	17 270
Other own revenue	144 298	149 523	149 523	42 060	113 759	74 761	38 997	52%	149 523
Total Revenue (excluding capital transfers and contributions)	168 092	172 673	174 793	42 154	116 954	87 184	29 769	34%	174 793
Employee costs	101 420	119 191	119 191	8 631	52 748	59 596	(6 848)	-11%	119 191
Remuneration of Councillors	7 753	8 758	8 758	673	3 930	4 379	(449)	-10%	8 758
Depreciation & asset impairment	4 886	3 000	3 000	-	-	1 500	(1 500)	-100%	3 000
Finance charges	175	-	-	-	-	-	-	-	-
Materials and bulk purchases	2 091	1 981	2 031	46	863	1 007	(144)	-14%	2 031
Transfers and subsidies	3 883	3 490	4 090	706	1 130	2 066	(936)	-45%	4 090
Other expenditure	50 429	51 921	53 091	6 435	18 779	26 351	(7 573)	-29%	53 091
Total Expenditure	170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18%	190 161
Surplus/(Deficit)	(2 545)	(15 668)	(15 368)	25 663	39 504	(7 715)	47 219	-612%	(15 368)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2 285	2 506	2 206	-	1 544	1 133	411	36%	2 206
Surplus/(Deficit) after capital transfers & contributions	(260)	(13 162)	(13 162)	25 663	41 048	(6 582)	47 630	-724%	(13 162)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(260)	(13 162)	(13 162)	25 663	41 048	(6 582)	47 630	-724%	(13 162)
Capital expenditure & funds sources									
Capital expenditure	4 353	160	160	2	18	80	(62)	-78%	160
Capital transfers recognised	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	4 353	160	160	2	18	80	(62)	-78%	160
Total sources of capital funds	4 353	160	160	2	18	80	(62)	-78%	160
Financial position									
Total current assets	123 429	-	-	-	147 570	-	-	-	-
Total non-current assets	33 447	160	160	-	33 465	-	-	-	160
Total current liabilities	25 797	-	-	-	8 908	-	-	-	-
Total non-current liabilities	31 968	-	-	-	31 968	-	-	-	-
Community wealth/Equity	99 110	13 322	13 322	-	140 158	-	-	-	13 322
Cash flows									
Net cash from (used) operating	(2 545)	(15 668)	(15 368)	25 663	39 504	(7 715)	(47 219)	612%	(15 368)
Net cash from (used) investing	(4 353)	(160)	(160)	(2)	(18)	(80)	(62)	78%	(160)
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the month/year end	86 080	(15 828)	(15 528)	132 976	146 802	(7 795)	(154 597)	1983%	(15 528)
Debtors & creditors analysis	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total

1.4.2 Table C2 – Monthly Budget Statement – Financial Performance (functional classification)

DC20 Fezile Dabi - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - Mid-Year Assessment										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Functional										
Governance and administration		170 377	175 179	176 999	42 154	118 498	88 317	30 180	34%	176 999
Executive and council		-	-	-	-	-	-	-		-
Finance and administration		170 377	175 179	176 999	42 154	118 498	88 317	30 180	34%	176 999
Other	4	-	-	-	-	-	-	-		-
Total Revenue - Functional	2	170 377	175 179	176 999	42 154	118 498	88 317	30 180	34%	176 999
Expenditure - Functional	-									
Governance and administration		148 808	160 952	162 687	14 686	68 773	81 176	(12 403)	-15%	162 687
Executive and council		38 113	42 924	42 956	4 895	17 077	21 473	(4 396)	-20%	42 956
Finance and administration		110 695	118 028	119 731	9 791	51 696	59 703	(8 007)	-13%	119 731
Community and public safety		11 638	16 186	16 216	998	6 277	8 103	(1 826)	-23%	16 216
Public safety		10 155	12 585	12 615	890	5 094	6 303	(1 208)	-19%	12 615
Housing		-	-	-	-	-	-	-		-
Health		1 484	3 601	3 601	108	1 183	1 800	(617)	-34%	3 601
Economic and environmental services		10 075	9 717	9 747	702	1 792	4 868	(3 076)	-63%	9 747
Planning and development		6 817	5 206	5 206	267	267	2 603	(2 336)	-90%	5 206
Road transport		-	-	-	-	-	-	-		-
Environmental protection		3 258	4 511	4 541	435	1 525	2 265	(740)	-33%	4 541
Other		115	1 487	1 512	104	608	752	(144)	-19%	1 512
Total Expenditure - Functional	3	170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18%	190 161
Surplus/ (Deficit) for the year		(260)	(13 162)	(13 162)	25 663	41 048	(6 582)	47 630	-724%	(13 162)

1.4.3 Table C3 – Monthly Budget Statement – Financial Performance (revenue and expenditure by municipal vote)

DC20 Fezile Dabi - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - Mid-Year Assessment										
Vote Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue by Vote	1									
Vote 06 - Financial Services		170 377	175 179	176 999	42 154	118 498	88 317	30 180	34,2%	176 999
Total Revenue by Vote	2	170 377	175 179	176 999	42 154	118 498	88 317	30 180	34,2%	176 999
Expenditure by Vote	1									
Vote 01 - Council General		11 893	12 861	12 861	1 028	3 849	6 431	(2 581)	-40,1%	12 861
Vote 02 - Executive Mayor		14 511	14 145	14 145	2 598	7 111	7 073	38	0,5%	14 145
Vote 03 - Office Of The Speaker		6 123	8 068	8 068	641	2 910	4 034	(1 124)	-27,9%	8 068
Vote 04 - Mayoral Committee		3 499	4 016	4 016	369	1 773	2 008	(235)	-11,7%	4 016
Vote 05 - Municipal Manager		23 463	26 956	27 138	1 929	11 090	13 539	(2 449)	-18,1%	27 138
Vote 06 - Financial Services		25 294	24 151	24 183	1 549	11 696	12 086	(391)	-3,2%	24 183
Vote 07 - Information Technology		-	-	-	-	-	-	-	-	-
Vote 08 - Project And Public Works		26 822	29 477	29 813	1 920	9 468	14 850	(5 382)	-36,2%	29 813
Vote 09 - Corporate Support Services		26 651	24 469	24 909	2 528	12 072	12 381	(309)	-2,5%	24 909
Vote 10 - Fire Services		16 800	20 634	21 084	1 626	8 849	10 467	(1 618)	-15,5%	21 084
Vote 11 - Disaster Management		3 258	4 511	4 541	435	1 525	2 265	(740)	-32,7%	4 541
Vote 12 - Environmental Health Services		1 484	3 601	3 601	108	1 183	1 800	(617)	-34,3%	3 601
Vote 13 - Environmental Management Unit		-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-
Vote 15 - Other		10 839	15 454	15 804	1 761	5 923	7 965	(2 042)	-25,6%	15 804
Total Expenditure by Vote	2	170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18,4%	190 161
Surplus/ (Deficit) for the year	2	(260)	(13 162)	(13 162)	25 663	41 048	(6 582)	47 630	-723,6%	(13 162)

1.4.4 Table C4 – Monthly Budget Statement – Financial Statement (revenue & expenditure)

DC20 Fezile Dabi - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Mid-Year Assessment										
Description R thousands	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Interest earned - external investments		7 727	8 000	8 000	94	995	4 000	(3 005)	-75%	8 000
Transfers and subsidies		16 067	15 150	17 270	-	2 200	8 423	(6 223)	-74%	17 270
Other revenue		144 298	149 523	149 523	42 060	113 759	74 761	38 997	52%	149 523
Gains		-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		168 092	172 673	174 793	42 154	116 954	87 184	29 769	34%	174 793
Expenditure By Type										
Employee related costs		101 420	119 191	119 191	8 631	52 748	59 596	(6 848)	-11%	119 191
Remuneration of councillors		7 753	8 758	8 758	673	3 930	4 379	(449)	-10%	8 758
Debt impairment		-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		4 886	3 000	3 000	-	-	1 500	(1 500)	-100%	3 000
Finance charges		175	-	-	-	-	-	-	-	-
Bulk purchases		-	-	-	-	-	-	-	-	-
Other materials		2 091	1 981	2 031	46	863	1 007	(144)	-14%	2 031
Contracted services		30 216	27 352	27 623	4 057	10 208	13 772	(3 564)	-26%	27 623
Transfers and subsidies		3 883	3 490	4 090	706	1 130	2 066	(936)	-45%	4 090
Other expenditure		19 936	24 569	25 468	2 378	8 571	12 579	(4 008)	-32%	25 468
Losses		278	-	-	-	-	-	-	-	-
Total Expenditure		170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18%	190 161
Surplus/(Deficit)		(2 545)	(15 668)	(15 368)	25 663	39 504	(7 715)	47 219	(0)	(15 368)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		2 285	2 506	2 206	-	1 544	1 133	411	0	2 206
Transfers and subsidies - capital		-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		(260)	(13 162)	(13 162)	25 663	41 048	(6 582)			(13 162)
Taxation								-		
Surplus/(Deficit) after taxation		(260)	(13 162)	(13 162)	25 663	41 048	(6 582)			(13 162)
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		(260)	(13 162)	(13 162)	25 663	41 048	(6 582)			(13 162)
Share of surplus/ (deficit) of associate										
Surplus/(Deficit) for the year		(260)	(13 162)	(13 162)	25 663	41 048	(6 582)			(13 162)

1.4.5 Table C5 – Monthly Budget Statement – Capital Expenditure (municipal vote, functional classification and funding)

DC20 Fezile Dabi - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - Mid-Year Assessment										
Vote Description R thousands	Ref 1	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Total Capital Multi-year expenditure	4,7	-	-	-	-	-	-	-	-	-
Single Year expenditure appropriation	2									
Vote 01 - Council General		1 340	-	-	-	-	-	-	-	-
Vote 06 - Financial Services		206	-	-	-	-	-	-	-	-
Vote 08 - Project And Public Works		451	140	140	-	-	70	(70)	-100%	140
Vote 09 - Corporate Support Services		2 330	-	-	-	-	-	-	-	-
Vote 10 - Fire Services		26	20	20	2	18	10	8	76%	20
Total Capital single-year expenditure	4	4 353	160	160	2	18	80	(62)	-78%	160
Total Capital Expenditure		4 353	160	160	2	18	80	(62)	-78%	160
Capital Expenditure - Functional Classification										
Governance and administration		4 353	160	160	2	18	80	(62)	-78%	160
Executive and council		1 340	-	-	-	-	-	-	-	-
Finance and administration		3 013	160	160	2	18	80	(62)	-78%	160
Total Capital Expenditure - Functional Classification	3	4 353	160	160	2	18	80	(62)	-78%	160
Funded by:										
National Government		-	-	-	-	-	-	-	-	-
Provincial Government		-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital		-	-	-	-	-	-	-	-	-
Transfers recognised - capital		-	-	-	-	-	-	-	-	-
Borrowing		-	-	-	-	-	-	-	-	-
Internally generated funds	6	4 353	160	160	2	18	80	(62)	-78%	160
Total Capital Funding		4 353	160	160	2	18	80	(62)	-78%	160

1.4.6 Table C6 – Monthly Budget Statement – Financial Position

DC20 Fezile Dabi - Table C6 Monthly Budget Statement - Financial Position - Mid-Year Assessment						
Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		27 020	-	-	51 895	-
Call investment deposits		80 296	-	-	80 311	-
Consumer debtors		-	-	-	-	-
Other debtors		16 063	-	-	15 313	-
Current portion of long-term receivables		51	-	-	51	-
Inventory		-	-	-	-	-
Total current assets		123 429	-	-	147 570	-
Non-current assets						
Long-term receivables						
Investments						
Investment property						
Investments in Associate						
Property, plant and equipment		31 756	160	160	31 774	160
Biological						
Intangible		1 651	-	-	1 651	-
Other non-current assets		40	-	-	40	-
Total non-current assets		33 447	160	160	33 465	160
TOTAL ASSETS		156 876	160	160	181 034	160
LIABILITIES						
Current liabilities						
Bank overdraft		-	-	-	-	-
Borrowing		-	-	-	-	-
Consumer deposits		-	-	-	-	-
Trade and other payables		25 797	-	-	8 908	-
Provisions		-	-	-	-	-
Total current liabilities		25 797	-	-	8 908	-
Non-current liabilities						
Borrowing		1 625	-	-	1 625	-
Provisions		30 344	-	-	30 344	-
Total non-current liabilities		31 968	-	-	31 968	-
TOTAL LIABILITIES		57 765	-	-	40 876	-
NET ASSETS	2	99 110	160	160	140 158	160
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		95 544	13 322	13 322	136 592	13 322
Reserves		3 566	-	-	3 566	-
TOTAL COMMUNITY WEALTH/EQUITY	2	99 110	13 322	13 322	140 158	13 322

1.4.7 Table C7 – Monthly Budget Statement – Cash Flow

DC20 Fezile Dabi - Table C7 Monthly Budget Statement - Cash Flow - Mid-Year Assessment										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates								-		
Service charges								-		
Other revenue		144 298	149 523	149 523	42 060	113 759	74 761	38 997	52%	149 523
Transfers and Subsidies										
- Operational		16 067	15 150	17 270	-	2 200	8 423	(6 223)	-74%	17 270
Transfers and Subsidies - Capital										
Interest		7 727	8 000	8 000	94	995	4 000	(3 005)	-75%	8 000
Dividends										
Payments										
Suppliers and employees		(170 637)	(188 341)	(190 161)	(16 491)	(77 450)	(94 899)	(17 450)	18%	(190 161)
Finance charges		-	-	-	-	-	-	-		-
Transfers and Grants										
NET CASH FROM/(USED) OPERATING ACTIVITIES		(2 545)	(15 668)	(15 368)	25 663	39 504	(7 715)	(47 219)	612%	(15 368)
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE										
Decrease (increase) in non-current receivables										
Decrease (increase) in non-current investments										
Payments										
Capital assets		(4 353)	(160)	(160)	(2)	(18)	(80)	(62)	78%	(160)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(4 353)	(160)	(160)	(2)	(18)	(80)	(62)	78%	(160)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans										
Borrowing long term/refinancing										
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-		-
Payments										
Repayment of borrowing										
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-		-
NET INCREASE/(DECREASE) IN CASH HELD		(6 898)	(15 828)	(15 528)	25 661	39 486	(7 795)			(15 528)
Cash/cash equivalents at beginning:		92 978	-	-	110 949	107 315				
Cash/cash equivalents at month/year end:		86 080	(15 828)	(15 528)	132 976	146 802	(7 795)			(15 528)

1.4.8 Explanation of material variances on the budget tables

1.4.8.1 Revenue:

(i) Investment Revenue

This revenue item represents interest earned on the municipality's cash reserves. For the period under review, there's a variance of -75% between year to date actual and year to date budget which is mainly due to under provision of interest to be realised on cash reserve.

(ii) Transfers and Subsidies

On the other hand, the variance on transfers and subsidies is primarily as a result of additional grant funding of R 2.2m raised, which was not initially budgeted for the variance in this regard is also as a result of varying patterns in which equitable share allocations are transferred to the municipality by the National Treasury.

(iii) Other revenue

The variance of other revenue is due to higher amounts of insurance claims received. Naturally, although it is a known fact that municipal assets will at all material times be exposed to various types of risks which will eventually result into claims, it is however improbable to make a reasonable forecast on anticipated insurance claims pay-outs since that the primary objective is to ensure that the municipality's property is safeguarded and taken care.

1.4.8.2 Operating Expenditure:

(i) Employee related cost and remuneration of Councillors

Both employee related costs and remuneration of councillors shows a positive variance of 11% each. Although this variance is over 10%, it is important to note that sufficient budgetary provision for remunerated related expenditure must at all times be maintained in order to cater for any probably unforeseen future salaries related expenditure such as standby and overtime, which may be necessitated by various factors beyond the control of the municipality.

The available budget for remuneration of employees and councillors should therefore be sufficient to cover the actual expenditure for the remainder of the financial year.

(ii) Depreciation

Depreciation represents reasonable wear and tear allowance on various assets of the municipality and is a non-cash expenditure item, however, if not projected correctly, may result in unauthorised expenditure and therefore result in unwarranted audit findings.

From the budget statements, it is evident that no actual depreciation was provided on all the assets for the period under review. However, a budget adjustment will be considered in order to ensure that not too low or too high provision for depreciation is provided. Factors that will be considered include the effect of transfer of the stadium from the municipality to the Department of Sports and Culture, consideration of the newly acquired assets and those which have been fully depreciated.

(iii) Other materials, contracted services and other operating expenditure

From the presented budget statements, it is evident that there are abnormal variances between other materials, contracted services and other operating expenditure. Taking from the experiences of 2018/19 and 2019/20, it became apparently clear that since the implementation of mSCOA, there has been a number of challenges specifically with regard to the manner of transacting against the new mSCOA framework which has so far resulted in huge misclassifications especially on expenditure items and this ultimately results in huge discrepancies between actual and budgeted expenditure on various line items.

During 2020/21, a number of misclassifications were identified and corrected up to 30 June 2020. The process is currently still underway to identify and correct transacting misclassifications that might have occurred between 1 July 2019 to date.

Part of the long term solutions is provide training to various user departments who are responsible for initiating procurement of requisitions which already contain vote numbers against which a procurement is made, but importantly, measures have already been put in place to strengthen controls and ensuring that requisitions are thoroughly reviewed both at the supply chain unit before procurement is finalised and at the expenditure section before a transaction is finally processed on the financial system.

The current review process of misallocations, which should be completed before the adjustment budget is finalised, will shed a clear light on whether any adjustment is required on various expenditure items, and if so, to what an extent.

1.4.8.3 Capital Expenditure:

The municipality does not have planned major capital programmes over the three year budget period. The capital budget allocation that is currently approved is mainly in relation to some fleet items, acquisition of additional tunnels for the Koppies Greenhouse project. The respective capital budget items shows

relatively low expenditure in relation budgeted amount. This is mainly due to procurement processes not yet finalised for the planned items.

1.4.8.4 Financial Position

Most balance sheet items, such as cash, provisions, etc were not initially budgeted for. However, with the benefit of year to date actual figures, such items will be appropriately budgeted for in the adjustment budget.

1.4.8.5 Cash Flow

Most flow items as presented has a similar effect as analysed under revenue and expenditure above due to the fact that the statement of financial position is also presented on a cash basis and therefore variances as analysed under revenue and expenditure above, are still applicable in this instance.

Part 2: Supporting Documentation

2.1 Debtors Analysis

DC20 Fezile Dabi - Supporting Table SC3 Monthly Budget Statement - aged debtors - Mid-Year Assessment														
Description	NT Code	Budget Year 2020/21										Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy	
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days			
R thousands														
Debtors Age Analysis By Income Source														
Trade and Other Receivables from Exchange Transactions - Water	1200										-	-		
Trade and Other Receivables from Exchange Transactions - Electricity	1300										-	-		
Receivables from Non-exchange Transactions - Property Rates	1400										-	-		
Receivables from Exchange Transactions - Waste Water Management	1500										-	-		
Receivables from Exchange Transactions - Waste Management	1600										-	-		
Receivables from Exchange Transactions - Property Rental Debtors	1700										-	-		
Interest on Arrear Debtor Accounts	1810										-	-		
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820										-	-		
Other	1900										-	-		
Total By Income Source	2000	-	-	-	-	-	-	-	-	-	-	-	-	-
2019/20 - totals only														
Debtors Age Analysis By Customer Group														
Organs of State	2200										-	-		
Commercial	2300										-	-		
Households	2400										-	-		
Other	2500										-	-		
Total By Customer Group	2600	-	-	-	-	-	-	-	-	-	-	-	-	-

2.2 Creditors Analysis

DC20 Fezile Dabi - Supporting Table SC4 Monthly Budget Statement - aged creditors - Mid-Year Assessment											
Description	NT Code	Budget Year 2020/21									Prior year totals for chart (same period)
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total	
R thousands											
Creditors Age Analysis By Customer Type											
Bulk Electricity	0100										-
Bulk Water	0200										-
PAYE deductions	0300										-
VAT (output less input)	0400										-
Pensions / Retirement deductions	0500										-
Loan repayments	0600										-
Trade Creditors	0700										-
Auditor General	0800										-
Other	0900										-
Total By Customer Type	1000	-	-	-	-	-	-	-	-	-	-

2.3 Investment Portfolio Analysis

DC20 Fezile Dabi - Supporting Table SC5 Monthly Budget Statement - investment portfolio - Mid-Year Assessment														
Investments by maturity Name of institution & investment ID	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ^a	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
		Yrs/Months												
Municipality														
NEDBANK 7288009165/17		31 Days	Short-Term Deposit	Yes	Fixed	3				12 807	32			12 839
NEDBANK 7288009165/17		31 Days	Short-Term Deposit	Yes	Fixed	0				-				-
ABSA 2067390363		60 Days	Short-Term Deposit	Yes	Fixed	3,92				13 607				13 607
ABSA 2068681892		60 Days	Short-Term Deposit	Yes	Fixed	3,92				9 612				9 612
ABSA 2068681892		60 Days	Short-Term Deposit	Yes	Fixed	3,92				17 197	93			17 291
STANDARD 728670534/008		60 Days	Short-Term Deposit	Yes	Fixed	0				-				-
STANDARD 728670534/008		60 Days	Short-Term Deposit	Yes	Fixed	4,63				13 018				13 018
STANDARD 728670534/006		90 Days	Short-Term Deposit	Yes	Fixed	0				14 461	109			14 570
STANDARD 728670534/010		60 Days	Short-Term Deposit	Yes	Fixed	4,55				-				-
STANDARD 728670534/010		60 Days	Short-Term Deposit	Yes	Fixed	4,6				-				-
Municipality sub-total										80 701	234	-	-	80 935
Entities sub-total										-	-	-	-	-
TOTAL INVESTMENTS AND INTEREST	2									80 701		-	-	80 935

2.4 Allocations and grants receipts and expenditure

DC20 Fezile Dabi - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - Mid-Year Assessment										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:										
Operating Transfers and Grants										
National Government:	1,2	16 067	15 150	17 270	-	2 200	8 423	(6 223)	-73,9%	17 270
Energy Efficiency and Demand Side Management Grant		4 533	3 000	3 000	-	1 200	1 500	(300)	-20,0%	3 000
Equitable Share		10 385	11 150	12 970	-	-	6 303	(6 303)	-100,0%	12 970
Local Government Financial Management Grant		1 000	1 000	1 000	-	1 000	500	500	100,0%	1 000
Municipal Disaster Relief Grant		149	-	-	-	-	-	-	-	-
Municipal Systems Improvement Grant		-	-	300	-	-	120	(120)	-100,0%	300
Rural Road Asset Management Systems Grant	3	-	-	-	-	-	-	-	-	-
<i>Local Government Water and Related Service SETA</i>		-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	5	16 067	15 150	17 270	-	2 200	8 423	(6 223)	-73,9%	17 270
Capital Transfers and Grants										
National Government:		2 285	2 506	2 506	-	1 544	1 133	411	36,3%	2 506
Integrated National Electrification Programme Grant		-	-	-	-	-	-	-	-	-
Municipal Infrastructure Grant		-	300	300	-	-	30	(30)	-100,0%	300
Municipal Systems Improvement Grant		-	-	-	-	-	-	-	-	-
Rural Road Asset Management Systems Grant		2 285	2 206	2 206	-	1 544	1 103	441	40,0%	2 206
Total Capital Transfers and Grants	5	2 285	2 506	2 506	-	1 544	1 133	411	36,3%	2 506
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	18 351	17 656	19 776	-	3 744	9 556	(5 812)	-60,8%	19 776

2.5 Transfers and Grant Expenditure SC7(1)

DC20 Fezile Dabi - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - Mid-Year Assessment										
Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18,4%	190 161
Energy Efficiency and Demand Side Management Grant		4 533	3 000	3 000	267	267	1 500	(1 233)	-82,2%	3 000
Equitable Share		3 135	2 500	2 800	-	-	1 350	(1 350)	-100,0%	2 800
Integrated National Electrification Programme Grant		-	-	-	-	-	-	-	-	-
Local Government Financial Management Grant		2 851	2 336	2 336	32	1 258	1 168	90	7,7%	2 336
Municipal Disaster Relief Grant		1 652	-	-	-	-	-	-	-	-
RSC Levy Replacement		156 181	178 299	179 819	16 192	75 924	89 778	(13 854)	-15,4%	179 819
Rural Road Asset Management Systems Grant		2 285	2 206	2 206	-	-	1 103	(1 103)	-100,0%	2 206
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total operating expenditure of Transfers and Grants:		170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18,4%	190 161
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Provincial Government:		-	-	-	-	-	-	-	-	-
District Municipality:		-	-	-	-	-	-	-	-	-
Other grant providers:		-	-	-	-	-	-	-	-	-
Total capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		170 637	188 341	190 161	16 491	77 450	94 899	(17 450)	-18,4%	190 161

2.6 Councillor Allowances and Employee Benefits

DC20 Fezile Dabi - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - Mid-Year Assessment										
Summary of Employee and Councillor remuneration	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		7 002	7 787	7 787	618	3 577	3 894	(316)	-8%	7 787
Cell phone Allowance		527	531	531	44	265	266	(0)	0%	531
Housing Allowances								-		
Other benefits and allowances		224	440	440	11	87	220	(133)	-60%	440
Sub Total - Councillors		7 753	8 758	8 758	673	3 930	4 379	(449)	-10%	8 758
% increase	4		13,0%	13,0%						13,0%
Senior Managers of the Municipality										
Basic Salaries and Wages	3	2 387	6 586	6 586	319	1 917	3 293	(1 376)	-42%	6 586
Pension and UIF Contributions		392	19	19	56	337	10	327	3439%	19
Medical Aid Contributions		115	-	-	10	58	-	58	#DIV/0!	-
Performance Bonus		511	886	886	-	-	443	(443)	-100%	886
Motor Vehicle Allowance		1 045	-	-	121	726	-	726	#DIV/0!	-
Sub Total - Senior Managers of Municipality		4 450	7 491	7 491	506	3 038	3 746	(708)	-19%	7 491
% increase	4		68,3%	68,3%						68,3%
Other Municipal Staff										
Basic Salaries and Wages		57 926	66 464	66 464	5 310	31 590	33 232	(1 642)	-5%	66 464
Pension and UIF Contributions		10 097	12 378	12 378	891	5 341	6 189	(848)	-14%	12 378
Medical Aid Contributions		4 956	7 511	7 511	423	2 553	3 756	(1 203)	-32%	7 511
Overtime								-		
Performance Bonus		4 634	5 401	5 401	267	2 959	2 700	259	10%	5 401
Motor Vehicle Allowance		11 433	13 823	13 823	1 018	6 062	6 912	(850)	-12%	13 823
Cell phone Allowance								-		
Housing Allowances		544	876	876	50	292	438	(146)	-33%	876
Other benefits and allowances		1 879	3 247	3 247	165	913	1 624	(710)	-44%	3 247
Payments in lieu of leave		4 207	-	-	-	-	-	-		-
Long service awards		(703)	1 000	1 000	-	-	500	(500)	-100%	1 000
Post-retirement benefit obligations	2	1 997	1 000	1 000	-	-	500	(500)	-100%	1 000
Sub Total - Other Municipal Staff		96 970	111 700	111 700	8 125	49 710	55 850	(6 140)	-11%	111 700
% increase	4		15,2%	15,2%						15,2%
Total Parent Municipality		109 173	127 949	127 949	9 304	56 678	63 975	(7 297)	-11%	127 949
Unpaid salary, allowances & benefits in arrears:			17,2%	17,2%						17,2%
TOTAL SALARY, ALLOWANCES & BENEFITS		109 173	127 949	127 949	9 304	56 678	63 975	(7 297)	-11%	127 949
% increase	4		17,2%	17,2%						17,2%
TOTAL MANAGERS AND STAFF		101 420	119 191	119 191	8 631	52 748	59 596	(6 848)	-11%	119 191

3.1 Performance Management System

Performance Management is prescribed in Chapter 6 of the Local Government: Municipal Systems Act No.32 of 2000 and the Local Government: Municipal Planning and Performance Management Regulations. 796 of August 2001.

Section 7 (1) of the aforementioned regulations state that “A municipality’s performance management system must entail a framework that describes and represent 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 Integrated Development Plan (IDP), Annual Budget, Service Delivery and Budget Implementation Plan (SDBIP) and Individual and Service Provider Performance.

3.2 Implementation of Performance Management System

The Integrated Development Plan (IDP) for the 2020/21 financial year was compiled and approved by Council on the 29 May 2020. Performance of the municipality is evaluated by means of a municipal score card (Top Layer Service Delivery and Budget Implementation Plan (SDBIP) at organisational level and through Departmental Service Delivery and Budget Implementation Plan (SDBIP) at Departmental level.

The SDBIP is a plan that converts the IDP and Annual Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to a department to deliver the service in terms of the approved IDP and Annual Budget. Both SDBIP was prepared and the top layer SDBIP was approved by the Executive Mayor on the 28 June 2020.

3.3 Performance Analysis

The SDBIP was distributed to the Municipal Manager and all Heads of Departments (Directors) together with a generic reporting tool aligned to the SDBIP for usage during all reporting interval as required in terms of the Fezile Dabi District Municipality PMS Policy Framework. All departments are required to update on the reporting tool their actual performance against key performance indicators and targets for the quarter under review.

The actual results against monthly, quarterly, mid-year and annual targets are discussed quarterly during the management meetings to determine early warning indicators and discuss possible corrective measures

if needed. After the report has been discussed at the management meeting with inputs and comments of the Internal Audit the final report is submitted to the Audit Committee, MPAC, MAYCO and Council for review and oversight. The next section of the report focuses on mid-year analysis which was performed on the top layer SDBIP and the departmental SDBIP for the period ending 31 December 2020:

3.3.1. Analysis of Top-Layer 2020-21 SDBIP

This performance summary is based on the **50 performance indicators and its corresponding targets** in the Top Layer SDBIP that were due for reporting at the end of the quarter under review i.e. Quarter Two (2) of 2020-21. The performance was recorded as follows:

- A total target of **37 performance indicators and its corresponding targets** were achieved (from the **50 performance indicators and targets** due for reporting at the end of first quarter) This accounts for **74%** target achievement while **14 performance indicators and its corresponding target** were not achieved, translating to **28%** negative variance. **2 performance indicators and its corresponding targets are partially achieved.**

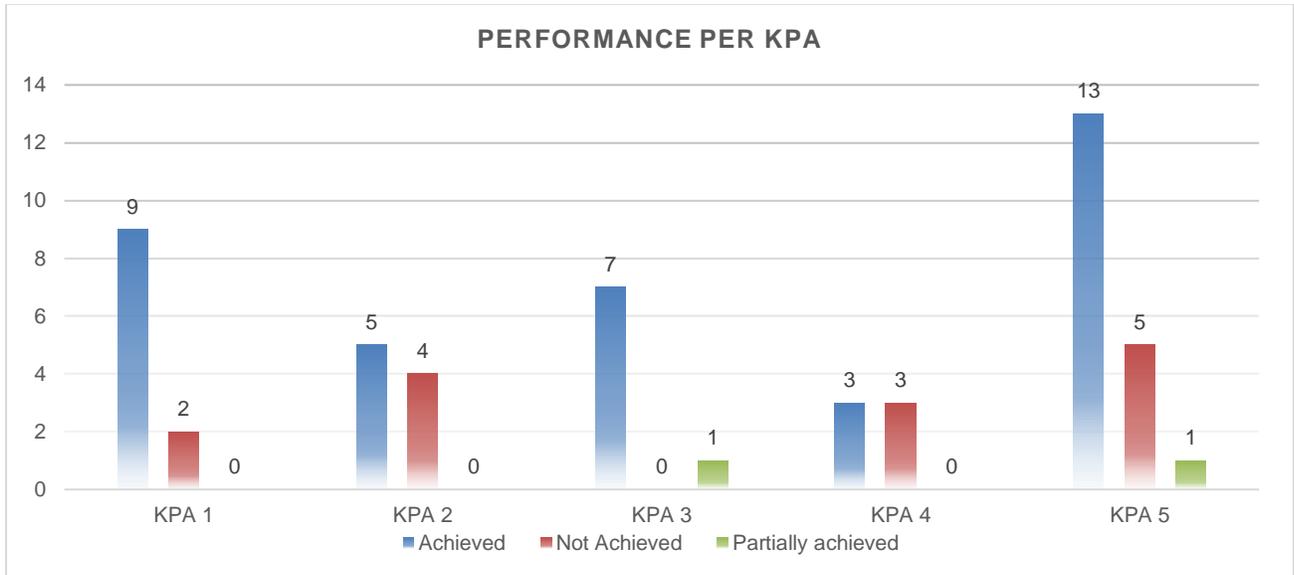
It should be noted that the aforementioned SDBIP information was internally audited as such no additional processes and timeframes will be required which are beyond the legislated period for reporting and therefore are accommodated at this stage of performance reporting.

The table below summarises the performance per Key Performance Area (KPA) for the period under review.

Table 1: Statistical Summary of Q2 performance per KPA

Assessment Criteria	KPA 1: Municipal Transformation and Organisational Development	KPA 2: Basic Service Delivery and Infrastructure Development	KPA 3: Local Economic Development and Tourism	KPA 4: Financial Management and Viability	KPA 5: Good Governance and Public Participation	Total
Total number of targets	20	9	10	12	24	75
Total number of targets not applicable	9	0	5	6	5	25
Total number of targets applicable	11	9	5	6	19	50
Total number of targets achieved	9	5	7	3	13	37
Total number of targets not achieved	2	4	0	3	5	14
Total number of targets partially achieved	0	0	1	0	1	2

Graph 1: Graphic illustration Q2 performance per KPA



3.3.2. Analysis of Departmental 2020-21 SDBIP

The approved departmental SDBIP is made up of **106 performance indicators and targets**. The municipality Monitoring and Evaluation Unit and Planning Unit are therefore responsible for the planning, monitoring and preparation of performance reports detailing the progression of indicators in achieving their stipulated target as required by legislation.

The performance summary is based on the **51 performance indicators and its corresponding targets** in the departmental SDBIP that were due for reporting at the end of the quarter under review. The performance was recorded as follows:

- A total target of **51 performance indicators and its corresponding targets** were achieved (from the **71 performance indicators and targets** due for reporting at the end of first quarter) This accounts for **72%** target achievement while **20 performance indicators and its corresponding targets** were not achieved, translating to **28%** negative variance. **2 performance indicators and its corresponding targets are partially achieved.**

However, it must be noted that, the department LED and Tourism recorded an over achievement of 111% due to the following:

3.1. Department LED and Tourism

- **KPA 1: indicator 1.4 (a):** By 31 May 2021, develop, annually and submit to Council for approval the following key Sector Plans that support the IDP:
 - Local Economic Development Strategy (LEDS);

- **KPA 3: indicator 3.1 (d):** Two (2) cooperatives supplied with identified tools/equipment by 30 June 2021
- **KPA 3: indicator 3.2:** Up to three (3) qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2021.
- **KPA 3: indicator 3.4:** One (1) SMME owned by women and / or disabled persons in the district identified and provided with dedicated entrepreneurial support by 2021.

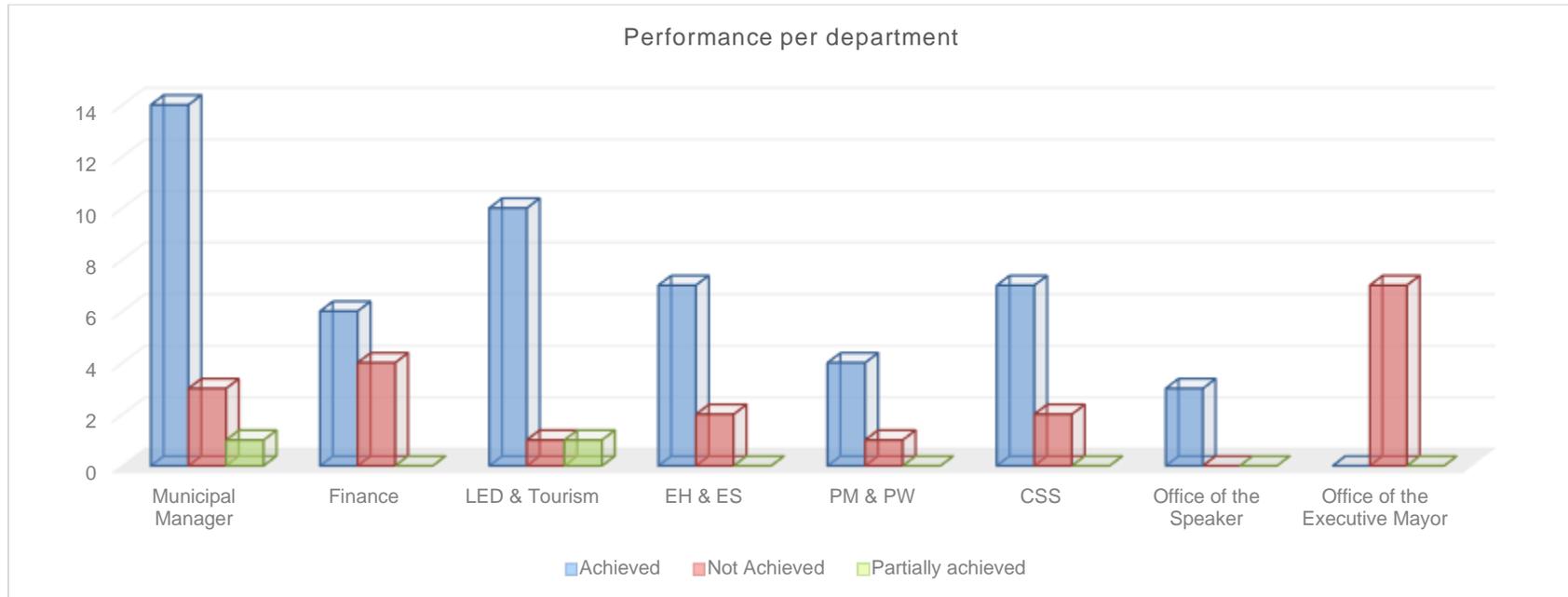
It should be noted that the aforementioned SDBIP information was internally audited as such no additional processes and timeframes will be required which are beyond the legislated period for reporting and therefore are accommodated at this stage of performance report.

The table below summarises the individual performance per departments for the quarter under review:

Table 2: Statistical summary of performance per department

	Department	Total Number of Targets for 2020-21 FY	Targets not due for reporting at the end of (Q2)	Targets due for reporting at the end of (Q2)	Targets Achieved (Q2)	Targets not Achieved (Q2)	Target partially Achieved (Q2)	Percentage target achievement per Department
1	Office of the Municipal Manager	27	8	19	14	3	1	74%
2	Budget and Treasury (Finance)	19	8	11	6	4	0	55%
3	Local Economic Development and Tourism	15	6	9	10	1	1	111%
4	Environmental Health and Emergency Services	11	1	10	7	2	0	70%
5	Project Management and Public Works	6	1	5	4	1	0	80%
6	Corporate Support Service	16	7	8	7	2	0	88%
7	Office of the Executive Mayor	8	2	6	0	7	0	0%
8	Office of the Speaker	4	1	3	3	0	0	100%
9	TOTAL	106	34	71	51	20	2	72%

Graph 2: Graphic illustration Q2 performance per department



Annexure A: Detailed Internally Audited Top Layer Second Quarter Performance Assessment Report

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.1(a)	To ensure retention of adequately skilled and experience employees.	Implement retention policy and other conventional retention strategies so as to ensure retention of employees who represent value, output and contribution, which the FDDM may not afford to lose to its competitors.	Retained 100% of the currently employed Senior Management by 30 June 2021.	% of the currently employed Senior Management retained by 30 June 2021.	Senior Management as at June 2020 (i.e. 1 x Municipal Manger & 4 Senior Mangers).	Retain 100% of the currently employed Senior Management by 30 June 2021.	Retain 100% of the currently employed Senior Management by 31 December 2020.	Achieved: No resignations or terminations were recorded for Senior Managers of the municipality as at 31 December 2020.	Confirmation letters from HR dated 30 September 2020 & 31 December 2020 has been provided.	Achieved.
1.1(b)			Retained 100% of the currently employed Level 1 – 3 Managers by 30 June 2021	% of the currently Level 1 – 3 Managers retained by 30 June 2021.	Level 1-3 managers as at 30 June 2020 (i.e. 25 Middle Managers & 9 Junior Managers)	Retain 100% of the currently employed Level 1 – 3 Managers by 30 June 2021.	Retain 100% of the currently employed Level 1 – 3 Managers by 31 December 2020.			
1.2(a)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Ensure compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2021.	Number of disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2021.	Three (3) labour disputes filed by 30 June 2020.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2021.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 31 December 2020.	Achieved: No disputes were filed by employee due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and Labour Relations & Institutional policies pertaining to labour relations by 31 December 2020.	No evidence provided	Not achieved.
1.2(b)			Four (4) Quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2021.	Number of quarterly reports on the performance of the Local Labour Forum (LLF) prepared and submitted to council by 30 June 2021.	N/A	Prepare and submit to council four (4) quarterly reports on the performance of the Local Labour Forum (LLF) by 30 June 2021.	Prepare and submit to council one (1) quarterly report on the performance of the Local Labour Forum (LLF) by 31 December 2020.			

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.2(c)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Regularly review Human Resource Policies so as to ensure their continued alignment with Collective Agreements and other policy directive in order to ensure well guided, efficient and effective labour practices.	Eleven (11) Human Resource related policies reviewed and submitted for approval by Council by 31 May 2021	Number of Human Resource related policies reviewed and submitted for approval by Council 31 May 2021	3 Human Resource related policies reviewed in 2019/20, namely: Internal Bursary Policy; Records Management Policy; Legal Services Policy.	Review and submit to Council for approval eleven (11) Human Resource related policies reviewed by 31 May 2021.	N/A	Achieved: For period under review 1 October 2020 - 31 December 2020 5 Human Resource related policies reviewed, namely: Records Management Policy ; Employee Wellness Policy; Recruitment Policy; Code of Conduct Policy ; Dress Code Policy, six (6) other policies are under review and will be escalated to all applicable structures before 30 June 2021.	Records Management Policy; Employee Assistance Policy; Recruitment and Selection Policy; and Code of Conduct Policy have been provided.	Achieved.
1.3(a)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management,	100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2021.	% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2021.	100% of Post Audit Action Plan for matters relating to leadership, pre-determined objectives resolved and other matters and 100% of matters relating to findings on pre-determined objectives during 2019/20.	Address 100% of Auditor-General's findings relating to financial management, leadership, predetermined objectives and other matters by 30 June 2021.	Compile Audit Action Plan for the previous audited financial year by 31 December 2020.	Audit still in progress.	N/A	Not applicable.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.3(b)			The municipality's staff establishment reviewed in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers by 30 June 2021	Detailed report on the municipality's staff establishment review in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers by 30 June 2021	Staff Establishment as at 30 June 2020.	Review the municipality's staff establishment in line with regulation 4(3) of 2014 Regulations on Appointment and Basic Conditions of Senior Managers by 30 June 2020	N/A	Currently in consultation with the Municipal Manager.	No evidence provided	Not applicable.
1.3(c)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Four (4) quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared and submitted to Council by 30 June 2021.	Number of quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation prepared and submitted to Council by 30 June 2021.	4 quarterly internal (SHREQ) compliance reports in 2019/20	Prepare and submit to Council four (4) quarterly internal (SHREQ) compliance reports with indicators of highest level of compliance with all applicable SHREQ legislation by 30 June 2020	Prepare and submit to Council one (1) quarterly internal (SHREQ) compliance report with indicators of highest level of compliance with all applicable SHREQ legislation by 31 December 2020.	Quarterly SHREQ report submitted to Management and MAYCO will serve in the upcoming Ordinary Council meeting, as the last municipal council meeting held on 14 November 2020 was a special Council meeting that only dealt with compliance matters.	Evidence provided not applicable to 2nd Quarter	Not achieved.
1.3(d)			One (1) prescribed mSCOA minimum business processes fully implemented by 30 June 2021.	Number of prescribed mSCOA minimum business processes fully implemented by 30 June 2021.	Current Financial Management System (Solar) as at 30 June 2020.	One (1) prescribed mSCOA minimum business process (i.e CSD Solar module) fully implemented by 30 June 2020.	N/A	N/A	N/A	Not applicable.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.3(e)	Improve administrative and financial capability of the municipality.	Ensure continuous institutional development by embracing and implementing sector reforms as introduced by Treasury, CoGTA and other sector leaders and ensure proper risk management, adequate internal controls for improved financial management, and improved overall organisational performance.	Twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2021.	Number of monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2021.	Seven (7) monthly Senior Management meetings convened in 2019/20	Convene twelve (12) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 30 June 2020.	Convene three (3) monthly Senior Management meetings convened for inclusive and continuous strategic alignment of organisational goals and performance by 31 December 2020.	Achieved. Two (2) monthly Senior Management meetings were held as follows: 20 October 2020; 23 November 2021	Minutes of the Management meeting (No.04 of 2020/21) dated 30 October 2020 & the attendance register for the management meeting (No 5 of 2020/21) dated 23 November 2020 has been provided.	Achieved
1.3(f)	Improve administrative and financial capability of the municipality.	To capacitate and empower workforce.	Annual skills development / training needs assessment conducted, link and align the outcomes to appropriate development programmes completed and WPSP accordingly reviewed annually by 30 June 2021	Annual skills development / training needs assessment report and reviewed WPSP by 30 June 2021	2019/20 WPSP	Conduct annual skills development / training needs assessment, link and align the outcomes to appropriate development programmes and accordingly review the WPSP annually by 30 June 2020	N/A	Not Applicable for period under review	N/A	Not applicable.
1.3(g)			100% of annually identified skills development / training needs in the WPSP are sufficiently budgeted for and fully funded by 30 June 2021.	% of annually identified skills development / training needs in the WPSP are sufficiently budgeted for and fully funded by 30 June 2021.	2019/20 Audited Skills Development & Training Actual Expenditure.	Sufficiently budget for and fully fund 100% of annually identified skills development / training needs in the WPSP by 30 June 2020.	N/A	Not Applicable for period under review.	N/A	Not applicable.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.3(h)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	The following reports and plans annually reviewed & submitted to LGSETA by 30 April 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	Proof of submission of the following reports and plans to LGSETA by 30 April 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	2019/20 • WSP, • ATR), and • PIVOTAL submitted to LGSETA.	Annually review and submit the following reports and plans to LGSETA by 30 April 2021: • Workplace Skills Plan (WSP), • Annual Training Report (ATR), and Professional, Vocational, Technical & Academic Learning (PIVOTAL).	N/A	Not Applicable for period under review.	N/A	Not applicable.
1.3(i)	Improve administrative and financial capability of the municipality.	Ensure compliance with LGSETA regulations.	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2020/21 financial year.	Number of monthly WSP monitoring and implementation reports submitted to LGSETA within 7 days after the end of each month during 2020/21 financial year.	N/A	Ensure submission of 12 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during 2020/21 financial year.	Ensure submission of 3 WSP monthly monitoring and implementation reports to LGSETA within 7 days after the end of each month during this quarter.	Achieved: 3 (three) Monthly Monitoring Reports for October - December 2020 submitted to LG SETA For October submitted on the 03 November 2020. November submitted on the 30 November 2020 and December submitted on the 11 December 2020	Email transcripts dated 03 November, 30 November 2020, & 11 December 2020 have been provided	Not applicable.
1.3(j)	Improve administrative and financial capability of the municipality.	Promote employee wellness through dedicated wellness programmes.	Prepare an annual employee-wellness programme for 2020/21 financial year by 1 July 2020, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2021.	An annual employee-wellness programme and number of quarterly report in relation thereto prepared and presented to senior management meeting by 30 June 2021.	N/A	Prepare an annual employee-wellness programme for 2020/21 financial year by 1 July 2020, prepare and present 4 quarterly reports in relation thereto to senior management meeting by 30 June 2021.	Prepare and present 1 quarterly report to senior management meeting in relation to employee-wellness programme(s) of the previous quarter by 31 December 2020.	Achieved: one (1) wellness programme held on the 14th November 2020 in which FDDM employees took part in the Hiking trails at Thabela Thabeng Lodge.	Employee wellness report and photometric evidence has been provided.	Achieved.

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.3(k)	Improve administrative and financial capability of the municipality.	Ensure consistent follow-up on the status of implementation of Council resolutions so improve accountability to council on its decisions.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 12 monthly reports in relation thereto by 30 June 2021.	Number of monthly reports in relation to tracking of the implementation of Council resolutions by various officials and political office bearers by 30 June 2021.	N/A	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 12 monthly reports in relation thereto by 30 June 2021.	Track the implementation of Council resolutions by various officials and political office bearers, update the internal register accordingly and submit 3 monthly reports in relation thereto by 31 December 2020.	Achieved: template for implementation of Council resolution served in the management meeting held on 23 November 2020 and will serve in the upcoming council meeting as the last municipal council meeting held on 14 November 2020 was a special council meeting that only dealt with compliance matters.	Report on the tracking and implementation of resolutions taken by the municipal council of FDDM has been provided.	Achieved.
1.3(l)	Improve administrative and financial capability of the municipality.	Provide for forward annual leave planning as part of Human Resource planning to ensure smooth operations with the requisite number of employees.	Prepare and submit the organisational annual leave plan for 2020/21 to Human Resource Management unit by 30 September 2020.	Date of submission of organisational annual leave plan to Human Resource Management unit.	N/A	Prepare and submit the organisational annual leave plan for 2020/21 to Human Resource Management unit by 30 September 2020.	N/A	Not applicable for period under review	N/A	Achieved.
1.4(a)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	To ensure that the municipality integrated approach to planning and policy formulation that is informed by up to date and timely sector plans and frameworks.	The following key Sector Plans that support the IDP developed, annually reviewed and submitted to council for approval by 31 May 2021:	Copies of developed and / or annually reviewed and sector plans listed below and proof of their submission to council for approval by 31 May 2021:	The following available sectors plans as at 30 June 2020	By 31 May 2021, develop, annually and submit to Council for approval the following key Sector Plans that support the IDP:	N/A	The approved HR Strategy is currently in operation and for period under review no need arose for assessment, same will be assessed in the upcoming quarter.	N/A	Not applicable

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
			<ul style="list-style-type: none"> • Spatial Development Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); and • HIV/AIDS Sector Plan (HIV/AIDSSP). • Integrated Waste Management Plan (IWMP); • Agricultural Sector Plan (ASP); • Air Quality Management Plan (AQMP); • Climate Change Strategy (CCS); • Rural Development Plan (RDP); • Sports and Recreation Plan (SRP) 	<ul style="list-style-type: none"> • Spatial Development Framework (SDF); • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); and • HIV/AIDS Sector Plan (HIV/AIDSSP). • Integrated Waste Management Plan (IWMP); • Agricultural Sector Plan (ASP); • Air Quality Management Plan (AQMP); • Climate Change Strategy (CCS); • Rural Development Plan (RDP); • Sports and Recreation Plan (SRP) 	<ul style="list-style-type: none"> •(SDF); •(LEDS); •(DMP); •(FP); •(FPP); •(HRS);and •(HIV/AIDSSP). •(IWMP); •(ASP); •(DMP); •(AQMP); •(CCS); •(RDP); •(SRP) 	<ul style="list-style-type: none"> • Local Economic Development Strategy (LEDS); • Disaster Management Plan (DMP); • Institutional Plan (IP); • Financial Plan (FP); • Fraud Prevention Plan (FPP); • Human Resource Strategy (HRS); and • HIV/AIDS Sector Plan (HIV/AIDSSP). • Integrated Waste Management Plan (IWMP); • Agricultural Sector Plan (ASP); • Air Quality Management Plan (AQMP); • Climate Change Strategy (CCS); • Rural Development Plan (RDP); • Sports and Recreation Plan (SRP) 				

Key Performance Area 1: Municipal Transformation and Organisational Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
1.4(b)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	To ensure that the municipality integrated approach to planning and policy formulation that is informed by up to date and timely sector plans and frameworks.	80% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2021	% improvement in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2021	2019/20 CoGTA IDP Assessment Report.	Improve by 80% in annual assessment ratings of the municipality's IDP by CoGTA by 30 June 2020.	N/A	Not Applicable	N/A	Not applicable.
1.4(c)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	Ensure that the municipality's IDP is aligned with the IDPs of local municipalities within the district, and that all IDPs incorporate communities and stakeholders views and inputs and that they are prepared in accordance with the prescribed framework.	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting convened by 30 June 2021.	Four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting convened by 30 June 2021.	2 District IDP Managers Forums Meetings convened in 2019/20.	Convene four (4) District IDP Managers Forums Meetings and one (1) IDP Steering Committee meeting by 30 June 2020.	Convene one (1) District IDP Managers Forum Meeting by 31 December 2020	Achieved. One (1) District IDP Managers Forum Meeting was held on the 24 November 2020.	Minutes of the IDP Managers Forum dated 24 November 2020 has been provided.	Achieved.

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
2.1	To assist local municipalities in the district in setting up a road asset management systems and to collect roads and traffic data in the district in in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).	To improve roads in the district to be more efficient and internationally competitive.	A focused roads conditions assessment initiated and completed on internal rural road networks in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and a final report prepared and submitted to the Provincial and National Department of Transport by 30 June 2021.	RRAMS project close-up report submitted to the Provincial and National Departments of Roads.	2019/20-2020/21 RRAMS road conditions assessment report.	Complete a focused roads conditions assessment on 2 052 km road networks in the district in line with Rural Roads Asset Management System (RRAMS) Grant conditions and a final report prepared and submitted to the Provincial and National Department of Roads by 30 June 2021.	Achieve the following RRAMS project milestones by 31 December 2020: <ul style="list-style-type: none"> • Appoint RRAMS Service Provider. • Service provider to familiarise and update RAMS system and provide programme. • System implementation and update Road Network Information Module (RNIM) • Update Bridge Inventory (BMS) • Complete and submit quarterly report to Department of Transport. 	Achieved: the following RRAMS project milestones at 31 December 2020: <ul style="list-style-type: none"> • Appointed RRAMS Service Provider on 11 December 2020. • Service provider familiarise and update RAMS system and provide programme. • The Service provider were appointed later than anticipated due to the COVID 19 pandemic and the Road Network Information Module (RNIM) and Bridge Inventory (BMS) will only be updated in the 3rd and 4th quarters. • Complete and submitted quarterly report to Department of Transport. 	The following have been provided: The appointment letter for professional services dated 11 December 2020; letter for management o FDDM PRASM including operational requirement for a period 3 years dated 04 January 2021; Cash flow forecast dated 31 December 2020; and 2nd Quarter report.	Achieved.

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
2.2	To ensure effective and efficient Fire & Rescue Services in Mafube LM	To ensure planning, coordination and regulation of fire & rescue services in Mafube LM	Four (4) quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2021	Number of quarterly inspections performed at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2021.	4 Quarterly inspections reports in 2019/20.	Perform four (4) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 30 June 2021.	Perform one (1) quarterly inspections at moderate to low risk premises in various areas across Mafube Local Municipality by 31 December 2020.	Achieved: Inspections conducted for quarter October-December 2020 were one (1) for Low risk, two (2) Medium risk and one (1) high risk premises.	Fire Safety and prevention inspection report; Fire and rescue services status report; and Daily activities of fire personnel confirmation letter has been provided.	Achieved.
2.3(a)	To provide Environmental Health & Emergency Services effectively & equitably in the District.	To ensure equitable allocation and distribution Environmental Health & Emergency Services resources across the district so as to ensure fair and equitable health services	Four (4) quarterly Environmental Health & Emergency Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2021.	Number of quarterly Environmental Health & Emergency Services reports indicating services rendered in various towns across the four (4) local municipalities in the district prepared by 30 June 2021.	4 Quarterly Environmental Health & Emergency Services reports in 2019/20.	Prepare four (4) quarterly Environmental Health & Emergency Services reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2021.	Prepare one (1) quarterly Environmental Health & Emergency Services reports indicating work done in various towns across the four (4) local municipalities in the district by 31 December 2020.	Achieved: One (1) quarterly Municipal Health Services report indicating work performed in various towns across the four local municipalities in the district during the quarter of October - December 2020	Quarter 2 Municipal Health Services Reports indicating work performed in the 4 local municipalities has been provided.	Achieved.
2.3(b)	To provide Environmental Health & Emergency Services effectively & equitably in the District.	To ensure equitable allocation and distribution Environmental Health & Emergency Services resources across the district so as to ensure fair and equitable health services	Four (4) quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2021.	Number of quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2021.	4 Quarterly Air Quality Management reports in 2019/20.	Prepare four (4) quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2021.	Prepare one (one) quarterly Air Quality Management reports indicating work done in various towns across the four (4) local municipalities in the district by 31 December 2020.	One (1) quarterly Air Quality report indicating work performed in various towns across the four local municipality in the district during the quarter of October - December 2020.	No evidence provided.	Not achieved.

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
2.3(c)	To provide Environmental Health & Emergency Services effectively & equitably in the District.	To ensure equitable allocation and distribution Environmental Health & Emergency Services resources across the district so as to ensure fair and equitable health services within the district.	Four (4) quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district prepared by 30 June 2021.	Number of quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district prepared by 30 June 2021.	4 Quarterly Environmental Services reports in 2019/20.	Prepare four (4) quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district by 30 June 2021.	Prepare one (1) quarterly Environmental Services reports indicating work done in various areas across the four (4) local municipalities in the district by 31 December 2020.	Achieved: One (1) quarterly Environmental Management report indicating work performed in various towns across the four local municipality in the district during the quarter of October - December 2020.	Landfill Evaluation Forms form October 2020- December 2020 has been provided.	Achieved.
2.4(a)	To ensure effective & efficient disaster management & emergency services in the district.	To take proactive actions in a form of planning, preparation and community and stakeholder so as to ensure a well-coordinated response to any eventuality of disaster or emergency that may occur	Four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2021.	Number of quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district prepared by 30 June 2021.	4 Quarterly Disaster Management reports 2019/20.	Prepare four (4) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 30 June 2021.	Prepare one (1) quarterly Disaster Management reports indicating work done in various towns across the four (4) local municipalities in the district by 31 December 2020.	Achieved: One (1) quarterly Disaster Management report indicating work performed in various towns across the four local municipality in the district during the quarter of October-December 2020.	Report on vehicles control points at R103/34 road; conduct survey; and report on launching of 16 days of activism in Mafube LM have been provided.	Achieved.

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
2.4(b)	To ensure effective & efficient disaster management & emergency services in the district.	To take proactive actions in a form of planning, preparation and community and stakeholder so as to ensure a well-coordinated response to any eventuality of disaster or emergency that may occur	Four (4) Interdepartmental disaster risk management committee meetings convened by 30 June 2021.	Number of Interdepartmental disaster risk management committee meetings convened by 30 June 2021.	Zero Interdepartmental disaster risk management committee meetings convened in 2019/20.	Convene four (4) Interdepartmental disaster risk management committee meetings by 30 June 2021.	Convene one (1) Interdepartmental disaster risk management committee meetings by 31 December 2020.	Due to the COVID-19 epidemic Disaster Declaration, Disaster Management Centre replaced the Interdepartmental Disaster Risk Management with Joint Operation Committee meetings since stakeholders who are participating in the JOC meetings also participate in the IDC. Meetings were held virtually. Date of the meetings held were :06 October 2020,26 October, 05 November 2020, 24 November 2020, 02 December 2020 and 08 December 2020		Not achieved.

Key Performance Area 2: Basic Service Delivery and Infrastructure Development										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
2.5(a)	To contribute towards the national government's goal of reduction in the prevalence of HIV/AIDS in the district.	Develop and implement HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	Four (4) HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2021.	Number of HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2021.	3 HIV/AIDS awareness campaigns held in 2019/20.	Four (4) HIV/AIDS awareness campaigns held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 30 June 2021.	One (1) HIV/AIDS awareness campaign held or supported in the district targeting youth, men, women schools, Correctional Centres and private sector institutions by 31 December 2020.	Not for period under review		Not achieved.
2.5(b)	To contribute towards the national government's goal of reduction in the prevalence of HIV/AIDS in the district.	Develop and implement HIV/AIDS awareness campaigns and promote regular HIV testing & disclosure amongst communities within the District.	One (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness held by 30 June 2021.	Number of Annual HIV/AIDS commemorations aimed at creating HIV/AIDS awareness held by 30 June 2021.	1 Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness held in 2019/20.	Hold one (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness by 30 June 2021.	Hold one (1) Annual HIV/AIDS commemoration aimed at creating HIV/AIDS awareness by 31 December 2020.	Not for period under review		Not achieved.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
3.1(a)	To implement programmes and initiatives that are aimed at entrepreneurial support, job creation and poverty alleviation	To provide dedicated support to SMMEs, Cooperatives and other entrepreneurial initiatives in the district so as to stimulate economic development in the district.	Four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project prepared by 30 June 2021.	Number of quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project prepared by 30 June 2021.	4 Quarterly reports prepared in 2019/20	Prepare four (4) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 30 June 2021.	Prepare one (1) quarterly reports outlining dedicated support provided to the Koppies Greenhouse agro-processing project by 31 December 2020.	Achieved: The 2nd quarter report outlining dedicated support provided to the Koppies Greenhouse agro-processing project has been prepared and submitted as required. (Delivery of Tillers and Mist Blower)	LED 2nd Quarter report on the Koppies Commercial Greenhouse Vegetable Production Enterprise & Photometric evidence has been provided.	Achieved.
3.1(b)			Four (4) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2021.	Four (4) SMMEs in the district identified and provided with dedicated entrepreneurial support by 30 June 2021.	4 SMMEs supported in 2019/20	Identify and provide dedicated entrepreneurial support to four (4) SMMEs in the district by 30 June 2021.	Identify and provide dedicated entrepreneurial support to one (1) SMME in the district by 31 December 2020.	Achieved: Support/Assistance was given to 27 SMMEs in FDDM under the COVID - 19 relief programme for the period under review.	LED report on the COVID-19 support/ assistance given to SMME's & the list of SMME'S supported during the second quarter has been provided.	Achieved.
3.1(c)	To implement programmes and initiatives that are aimed at entrepreneurial support, job creation and poverty alleviation	To provide dedicated support to SMMEs, Cooperatives and other entrepreneurial initiatives in the district so as to stimulate economic development in the district.	Two (2) Customer Care training provided to SMMEs in the district by 30 June 2021.	Number of Customer Care training provided to SMMEs in the district by 30 June 2021.	Customer Care training provided to SMMEs in 2019/20	Provide two (2) Customer Care training to SMMEs in the district by 30 June 2021.	Provide one (1) Customer Care training to SMMEs in the district by 31 December 2020.	Achieved: Training was provided through SEDA in the Fezile Dabi District Municipality.	Memorandum from LED Department dated January 2021 has been provided.	Achieved.
3.1(d)			Two (2) cooperatives supplied with identified tools/equipment by 30 June 2021.	Number of cooperatives supplied with identified tools/equipment by 30 June 2021.	1 Cooperative supplied with identified tools/equipment in 2019/20	Supply two (2) Cooperatives with identified tools/equipment by 30 June 2020.	N/A	KPI in progress, Another Cooperative will be assisted in the Third Quarter.	Memorandum from LED Department dated January 2021 has been provided.	Partially achieved.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
3.2	To nurture the development of people's potential in the district through arts & culture	To develop arts & crafts in the communities within the district by providing required resources and support.	Up to three (3) qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2021.	Number of qualifying artists and / or groups of artists assisted and supported with training, coaching and crafting skills by 30 June 2021.	4 qualifying artists and / or groups of artists supported in 2019/20.	Assist and support up to three (3) qualifying artists and / or groups of artists in the district with training, coaching and crafting skills by 30 June 2021.	N/A	Achieved: 3 Artist/ Groups were assisted. Namely: The New Trompies, Interpretation of Benevolence and Lindokuhle Foundation.	The following has been provided: Report on assistance provided to artists within FDDM; Request for procurement of goods/services; and Tender/ Bid specifications.	Achieved.
3.3(a)	To promote & develop the tourism sector in the District.	To continuously plan and implement tourism sector related programmes and initiatives in collaboration with all key stakeholders within the district.	Five (5) B&B establishments in the district assisted with Tourism Council grading and certification by 30 June 2021.	Number of B&B establishments in the district assisted with Tourism Council grading and certification by 30 June 2021.	5 B&B establishments assisted in 2019/20	Assist five (5) B&B establishments in the district with Tourism Council grading and certification by 30 June 2021.	N/A	KPI In progress	Memorandum from LED Department dated January 2021; and an email transcript of the tourism grading programme has been provided.	Not applicable.
3.3(b)			Four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2021	Number of tourism awareness campaigns (i.e. 1 per local municipality per year) conducted by 30 June 2021	4 Tourism awareness campaigns in 2019/20	Conduct four (4) tourism awareness campaigns (i.e. 1 per local municipality per year) by 30 June 2021.	Conduct one (1) tourism awareness campaigns (i.e. 1 per local municipality per year) by 31 December 2020.	Achieved: Tourism Awareness Campaign was held in N3 Wilge Plaza, next to Qalabotjha – Villiers (Mafube Local Municipality) on the 22nd of October 2020, Another Tourism Awareness Campaign Was Held in Sasolburg Taxi Rank (Metsimaholo Local Municipality) on the 9th December 2020.	The following has been provided: Report on the FDDM tourism campaign at N3 Wilge Plaza (Qalabotjha-Villiers); LED & Tourism status report for the month of December 2020; and Photometric evidence of the Tourism Awareness Campaign.	Achieved.

Key Performance Area 3: Local Economic Development										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
3.3(c)	To promote & develop the tourism sector in the District.	To continuously plan and implement tourism sector related programmes and initiatives in collaboration with all key stakeholders within the district.	Participated in at least one (1) local and / or international tourism show / expo by 30 June 2021.	Number of local and / or international tourism shows / expos participated in by 30 June 2021.	1 Local Tourism Shows attended in 2019/20	Participate in at least one (1) local and / or international tourism show / expo by 30 June 2021.	N/A	The Tourism Indaba (International show) will be held during the fourth quarter of 2020/21	Memorandum form LED Department dated January 2021 has been provided.	Not applicable.
3.3(d)			Two (2) advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2021.	Number of advertisements on promotion of tourism in the district publicized on dedicated tourism publications by 30 June 2021.	1 Advertisement placed in 2019/20	Publicize two (2) advertisements on promotion of tourism in the district on dedicated tourism publications by 30 June 2021.	Publicize one (1) advertisement on promotion of tourism in the district on dedicated tourism publications by 31 December 2020	KPI in Progress	Memorandum from LED Department dated January 2021 and Mzanzitravel magazine advertisement dated 06 October 2020 has been provided.	Achieved.
3.4	To promote and support the development of vulnerable groups in the district.	Capacitate women and disabled people to participate in mainstream economy as well as in various activities in society and ensure that young children are provided with an appropriate care and educational support.	One (1) SMME owned by women and / or disabled persons in the district identified and provided with dedicated entrepreneurial support by 2021.	Number of SMME owned by women and / or disabled persons in the district identified and provided with dedicated entrepreneurial support by 2021.	N/A	Identify and provide dedicated entrepreneurial support to one (1) SMME owned by women and / or disabled persons in the district by 30 June 2021.	N/A	Achieved: 29 Women SMMEs were assisted during the period under review	Report on the Development / support of SMMEs in the FDDM has been provided.	Achieved.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
4.1(a)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	The following Budget related policies reviewed and submitted for approval by Council by 31 May 2021: <ul style="list-style-type: none"> • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and • Supply Chain Management Policy 	Reviewed draft of the following Budget related policies and proof of their submission to Council for approval by 31 May 2021: <ul style="list-style-type: none"> • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and • Supply Chain Management Policy 	Review and submit the following Budget related policies for approval by Council by 31 May 2021: <ul style="list-style-type: none"> • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and • Supply Chain Management Policy 	N/A	N/A	N/A	N/A	Not applicable.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
4.1(b)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	The following Financial Management and / or Accounting policies developed and annually reviewed and submitted for approval by Council by 31 May 2021: <ul style="list-style-type: none"> • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy 	Reviewed draft of the following Financial Management and / or Accounting policies developed and annually reviewed and proof of their submission to Council for approval by 31 May 2021: <ul style="list-style-type: none"> • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy 	Develop, annually review and submit the following Financial Management and / or Accounting policies for approval by Council by 31 May 2021: <ul style="list-style-type: none"> • Debtors / Receivables Policy; • Bad Debts & Debt Impairment Policy; • Subsequent Events Policy; • Provisions, Contingencies & Accruals Policy; • Unauthorised, Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy 	N/A	N/A	N/A	N/A	Not applicable.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
4.1(c)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% of suppliers' and service providers' invoices received throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2021.	% of suppliers' and service providers' invoices received throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2021.	Pay 100% of valid suppliers' and service providers' invoices received throughout the year within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2021.	Pay 100% of valid suppliers' and service providers' invoices received throughout the quarter within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 September 2020	Pay 100% of valid suppliers' and service providers' invoices received throughout the quarter within 30 days of receipt where there is no disputed delivery of goods / services each year by 31 December 2020.	All suppliers paid within 30 days after receiving a valid invoice.	Financial records in a form of creditor payments statistics dated 19 January 2021 has been provided.	Not achieved
4.1(d)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% cash-backed annual budgets prepared and submitted to Council for approval by 31 May 2021.	% cash-backed annual budgets prepared and proof of submission to Council for approval by 31 May 2021.	Prepare annual budgets that are 100% cash-backed and submit to Council for approval by 31 May 2020.	N/A	N/A	N/A	N/A	Not applicable.
4.1(e)			One (1) annual Audit File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed-off by 31 August 2020.	Number of annual Audit File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed-off by 31 August 2020.	Prepare and sign-off four (4) annual Audit Files compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year by 31 August 2020.	Prepare and sign-off four (4) annual Audit Files compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year by 31 August 2020.	N/A	Annual Financial Statements on 31 October submitted in accordance with extension granted by National Treasury.	N/A	Not applicable.

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
4.1(f)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	One (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2020.	Number of sets of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2020.	Sign-off one (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA submit to the A-G by 31 August 2020.	Sign-off one (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA submit to the A-G by 31 August 2020.	N/A	Annual Financial Statements on 31 October submitted in accordance with extension granted by National Treasury.	N/A	Not applicable.
4.1(g)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Twelve (12) monthly budget statement reports and four (4) quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2021.	Number of monthly budget statement reports and quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2021.	Prepare and submit to Executive Mayor by 30 June 2020, twelve (12) signed-off monthly budget statement reports and four (4) quarterly financial reports by 30 June 2021.	Prepare and submit to Executive Mayor by 30 June 2020, three (3) signed-off monthly budget statement reports and one (1) quarterly financial report by 30 September 2020.	Prepare and submit to Executive Mayor by 30 June 2021, three (3) signed-off monthly budget statement reports and one (1) quarterly financial report by 31 December 2020.	Achieved: Monthly Budget Statements submitted to the Executive Mayor for signature.	The following have been provided: Section 72 Report; Signed Quality certificates for month ending 31 October 2020; Signed Quality certificate for month ending 30 November 2020.	Achieved.
4.1(h)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report on financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Twelve (12) monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2021.	Number of monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2021.	Prepare and sign-off twelve (12) monthly bank reconciliation statements of all bank accounts by 30 June 2021.	Prepare and sign-off three (3) monthly bank reconciliation statements of all bank accounts by 30 September 2020.	Prepare and sign-off three (3) monthly bank reconciliation statements of all bank accounts by 31 December 2020.	Achieved: Bank Reconciliations for Sept to Dec for all three bank accounts done within 10 working days after month end.	No evidence has been provided.	Not achieved

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
4.1(i)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	2 quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2021.	Number of quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2021.	2 quarterly reviews and updating of financial management related internal controls based on the quarterly Internal Audit reports by 30 June 2021.	N/A	None	N/A	N/A	Not applicable.
4.1(j)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2019/20 financial year.	% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2019/ financial year.	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout 2020/21 financial year.	N/A	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout this quarter	Achieved: All payment vouchers filed.	Memorandum from Expenditure Unit dated 19 January 2021 has been provided.	Achieved.
4.1(k)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	One (1) biannual asset verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021	N/A	1 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 31 December 2020.	Partially Achieved: Asset verification not performed. Asset register updated as and when assets were bought and moved.	No evidence has been provided.	Not achieved

Key Performance Area 4: Financial Management & Viability										
PERFORMANCE OBJECTIVES AND INDICATORS					ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE					
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
4.1(l)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	Plan, implement, monitor and report financial management activities in accordance with MFMA, its associated regulations and prescribed accounting norms and standards.	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2021.	Amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2021	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2021	N/A	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 31 December 2020.	Achieved: No unauthorised, irregular and fruitless expenditure incurred.	Memorandum from Expenditure Unit dated 19 January 2021 has been provided.	Achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.1(a)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Top-Layer SDBIP for each financial year submitted to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	Number of SDBIP for each financial year submitted to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	2020/21 Top-Layer SDBIP	Submit Top-Layer SDBIP for 2021/22 financial year to the Executive Mayor within 14 days of approval of the budget and approved by the Executive Mayor within 28 days after approval of the annual budget.	N/A	Not Applicable	N/A	Not applicable.
5.1(b)			Five (5) signed Performance Agreements & Plans for the Municipal Manager and four (4) senior managers concluded for 2020/21 financial year by 31 July 2020	5 Performance Agreements & Plans for 2020/21.	2019/20 Performance Agreements & Plans.	Conclude five (5) signed Performance Agreements & Plans for the Municipal Manager and four (4) senior managers for 2020/21 financial year by 31 July 2020.	N/A	Not Applicable	Five (5) Performance Agreements have been provided for 2020/2021 financial year.	Achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.1(c)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the Auditor- General by 31 August 2020.	Number of quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the Auditor- General by 31 August 2020.	Four (4) quarterly performance assessment reports of 2019/20.	Four (4) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of each quarter and 1 annual performance report for signed-off and submitted to the Auditor- General by 31 August 2020.	One (1) quarterly performance assessment reports for the Municipal Manager and four (4) senior managers concluded and signed-off not later than 30 days after the end of quarter 1 of 2020/21.	Achieved: The First Quarter Performance Assessment Report for 2020-21 financial year was prepared as at 31 September 2020.	The following have been provided: An annexure of the first Quarter Performance Assessment Report; an assessment of the fourth (4th) Quarter Performance Assessment Report 2019/20, Organisational and Departmental 4th Quarter Performance Report for 2019/20 and Draft Annual Report for 2019/20.	Achieved.
5.1(d)	To enforce, promote and adhere to Good Governance practices by complying with prescribed laws and regulations at all levels within the organisation.	Fully comply with the provisions of the municipality's Performance Management System from planning to report.	One (1) signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2021.	Number of signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2021.	2019/20 signed-off Mid- Term budget and performance assessment report.	One (1) signed-off Mid- Term budget and performance assessment report for each financial year submitted to the Executive Mayor, Provincial & National Treasuries by 25 January 2021.	N/A	Not Applicable	N/A	Not applicable.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.1(e)			One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	Number of audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	2019/20 Audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	One (1) audited annual report for each financial year submitted to Provincial Treasury, CoGTA and National Treasury by 31 January 2021.	N/A	Not Applicable	N/A	Not applicable.
5.2(a)	To promote effective, public consultation, regular communication with communities.	Ensure that the municipality's information is regularly communicate to communities directly and also through various platforms such as municipal website, notice boards, newspapers, etc.	Twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2021.	Number of content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2021.	12 Monthly content updates is 2019/20.	Do twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website by 30 June 2021.	Do three (3) content updates (i.e. 1 per month for each financial year) of the municipality's website by 31 December 2020.	Achieved: Content updated on the website as received.	No evidence provided.	Not achieved.
5.2(b)	To promote effective, public consultation, regular communication with communities.	Develop and implement annual community participation and interaction program aimed at interacting with the community regarding various matters of local governance including public awareness	Four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings convened by 30 June 2021.	Number of IDP Public Participation meetings and number of IDP Rep Forum meetings convened by 30 June 2021.	4 IDP Public Participation Meetings, 1 IDP Steering Committee Meetings held in 2019/20	Convene four (4) IDP Public Participation meetings and one (1) IDP Rep Forum meetings by 30 June 2021.	N/A	Not Applicable	N/A	Not applicable.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.2(c)		campaigns, civic education about various programs that are initiated at other	Four (4) community awareness campaigns and civic education held by 30 June 2021.	Number of community awareness campaigns and civic education held by 30 June 2021.	1 x Civic Education held in 2019/20	Hold four (4) community awareness campaigns and civic education by 30 June 2021.	Hold one (1) community awareness campaigns and civic education by 31 December 2020	Achieved: 2 x Combating Human Trafficking and Drug Abuse Awareness Campaigns held on 09 December 2020 in Villiers (Madiba Community Hall) and on 19 December 2020 on Wonderheuvel farm in Sasolburg	Two (2) Reports on the combating human trafficking and drug abuse awareness campaign held on the 09th of December 2020 & 19th of December 2020 have been provided together with photometric evidence.	Achieved.
5.3	To support & capacitate Councillors, Ward committees & Community Development workers in an effort to enhance governance in within the municipality.	Provide regular workshops & training with the view of capacity building to Councillors, Ward Committees & Community Development workers so as to enhance the system of cooperative governance within the district.	Four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences convened by 30 June 2021.	Number of workshops & training, Speaker's Imbizos, Ward Committee Conferences, CDW Conferences convened by 30 June 2021.	2 x councillors' training workshops were held, 1 x Civic Education (Older Persons and their Rights, 1 x training for Ward Committees on Public Participation in Local Governance held, 1 x Wellness Workshop for Councillors on Financial Wellbeing held, 1 x workshop & training (Ward committees" training held, 1 x Speaker's Imbizo held and 2 x Civic Education held in 2019/20	Convene four (4) workshops & training, four (4) Speaker's Imbizos, one (1) Ward Committee Conferences, one (1) CDW Conferences by 30 June 2021.	Convene one (1) workshop & training, one (1) Speaker's Imbizo, and one (1) CDW Conferences by 31 December 2020	Achieved: 2 x Speaker's izimbizo addressing Human Trafficking and Drug Abuse held on 18 November 2020 in Cornelia (Uitziem Farm) and on 22 November 2020 in Frankfort (Ooploop farm)	Two (2) Reports on the Speaker's Imbizo on human trafficking held on the 18th of November 2020 & 22nd of November 2020 have been provided together with photometric evidence.	Achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.4(a)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Two (2) District Coordination Forum (DCF) meetings convened by 30 June 2021.	Number of District Coordination Forum (DCF) meetings convened by 30 June 2021.	Two (2) DCF Meetings in 2019/20	Convene two (2) District Coordination Forum (DCF) meetings by 30 June 2021.	Convene one (1) District Coordination Forum (DCF) meeting by 31 December 2020.	Achieved: Four (4) meetings was held under the following dates: 9/7/2020, 28/07/2020, 26/08/2020, 25/09/2020		Not achieved.
5.4(b)			Two (2) Technical IGR meetings convened by 30 June 2021.	Number of Technical IGR meetings convened by 30 June 2021.	1 Technical IGR meeting was held in 2019/20.	Convene two (2) Technical IGR meetings convened by 30 June 2021.	Convene one (1) Technical IGR meetings convened by 31 December 2020.	Achieved. One (1) Technical IGR meeting was held as follows: 25 September 2020.	Minutes for the Technical IGR District Command Centre dated 9 July 2020, 28 July 2020, 27 August 2020 and Agenda dated 25 September 2020 has been provided.	Not achieved.
5.4(c)			Four (4) Municipal Manager's Forum meetings convened by 30 June 2021.	Number of Municipal Manager's Forum meetings convened by 30 June 2021.	1 Municipal Manager's Forum meetings held in 2019/20.	Convene four (4) Municipal Manager's Forum meetings by 30 June 2021.	Convene one (1) Municipal Manager's Forum meetings by 31 December 2020.	Achieved. Two (2) Municipal Managers Forum meetings were held as follows: 15 October 2020; 10 November 2020	Attendance registers for the Municipal Managers Forum (No.02 of 2020/21) & (No.3 of 2020/21) held on the 15 October 2020 & 10 November 2020 was provided. The rest of the evidence is not applicable to 2nd Quarter.	Achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.4(d)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations in the district.	Two (2) District LED Forum meetings convened by 30 June 2021.	Number of District LED Forum meetings convened by 30 June 2021.	1 District LED and Agricultural Forum was held in 2019/20.	Convene two (2) District LED Forum meetings by 30 June 2021.	Convene one (1) District LED Forum meetings by 31 December 2020.	Achieved: One (1) District LED Forum was held in Fezile Dabi District Municipality on the 03 December 2020.	The following have been provided: LED and Tourism Director's Forum agenda dated 03 December 2020; Minutes of the 2nd District LED Forum dated 03 December 2020; Directors Forum meeting presentation dated 03 December 2020, Free State Sector Strategy (District working sessions) presentations; and the Provincial Informal Trade Workshop dated 23 November 2020.	Achieved.
5.4(e)			Two (2) CFO Forum meetings convened by 30 June 2021.	Zero (0) CFO Forum meetings convened in 2019/20	Number of CFO Forum meetings convened by 30 June 2021.	Convene two (2) CFO Forum meetings by 30 June 2021.	Convene one (1) CFO Forum meetings by 31 December 2020.	Achieved: Meeting was held on 23 September 2020.	CFO's Forum meeting agenda dated 23 September 2020 has been provided.	Achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.4(f)			Four (4) Communications Forum meetings convened by 30 June 2021.	Number of Communications Forum meetings convened by 30 June 2021.	4 Communications Forum meetings convened in 2019/20.	Convene four (4) Communications Forum meetings by 30 June 2021.	Convene one (1) Communications Forum meetings by 31 December 2020.	Not Achieved.	N/A	Not achieved.
5.4(g)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	Two (2) Energy Forum meetings convened by 30 June 2021.	Number of Energy Forum meetings convened by 30 June 2021.	Three (3) Energy Forum meetings convened in 2019/20.	Convene two (2) Energy Forum meetings convened by 30 June 2021.	Convene one (1) Energy Forum meeting convened by 31 December 2020.	Achieved: One (1) Energy Forum meeting convened on 9 December 2020.	Invitation for the re-scheduled 2nd District Energy Forum dated 26 November 2020 & transcript of the FDDM District Energy Forum virtual meeting has been provided.	Achieved.
5.4(h)			Four (4) Corporate Support Services Forum meetings convened by 30 June 2021.	Number of Corporate Support Services Forum meetings convened by 30 June 2021.	Two (2) Corporate Support Services Forum meetings held in 2019/20	Convene four (4) Corporate Support Services Forum meetings by 30 June 2021.	Convene one (1) Corporate Support Services Forum meetings by 31 December 2020.	Achieved: One (1) Corporate Support Services IGR meeting was held on the 2nd December 2020	Attendance register and minutes of the Corporate Support Services IGR Forum dated 02 December 2020 have been provided.	Achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.4(i)			Four (4) Back to Basics Forum meetings convened by 30 June 2021.	Number of Back to Basics Forum meetings convened by 30 June 2021.	2 Back to Basics meetings were held in 2019/20.	Convene four (4) Back to Basics Forum meetings by 30 June 2021.	Convene one (1) Back to Basics Forum meetings by 31 December 2020.	Achieved: Back to Basics Forum Meeting for the period under review was held on the 20 November 2020.	Minutes & attendance register of the District B2B Coordinators Forum (No.02 of 2020/21) dated 20 November 2020.	Achieved.
5.4(j)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Facilitate compliance with the principles of co-operative government and intergovernmental relations within the district.	Two (2) Water Sector Forum meetings convened by 30 June 2021.	Number of Water Sector Forum meetings convened by 30 June 2021.	Two (2) Water Sector Forum meeting held in 2019/20	Convene two (2) Water Sector Forum meetings by 30 June 2021.	Convene one (1) Water Sector Forum meetings by 31 December 2020.	Not Applicable	N/A	Not applicable.
5.4(k)			Four (4) Disaster Management Forum meetings convened by 30 June 2021.	Number of Disaster Management Forum meetings convened by 30 June 2021.	3 Disaster Management meetings held in 2019/20	Convene four (4) Disaster Management Forum meetings by 30 June 2021.	Convene one (1) Disaster Management Forum meetings by 30 December 2020.	Achieved. One Disaster Management Forum meeting was held on the 10th of December 2020.	Email Transcript dated 20 January has been provided.	Achieved
5.5(a)	To ensure effective oversight over the affairs of the municipality.	Facilitate continuous oversight over the performance of the municipality by designated oversight structures of the council.	Four (4) Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2021.	Number of Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2021.	4 quarterly performance reports and 1 draft annual report for 2018/19 internally audited in 2019/20.	Prepare and submit four (4) Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 30 June 2021.	Prepare and submit one (1) Internally Audited quarterly performance reports of the Municipal Manager and 4 Senior Managers and draft annual reports prepared and submitted to the Audit Committee & MPAC by 31 December 2020.	Achieved: Quarter One of performance report was submitted to Internal and verified by Internal Audit and still to be submitted to the Audit Committee & MPAC	First Quarter performance report was internally audited and yet to be served to MPAC and the Audit Committee.	Partially achieved.

Key Performance Area 5: Good Governance & Public Participation										
PERFORMANCE OBJECTIVES AND INDICATORS						ANNUAL PERFORMANCE TARGETS AND FEEDBACK ON ACTUAL PERFORMANCE				
FOR THE PERIOD 1 JULY 2020 – 30 JUNE 2021										
ID	Strategic Objective	Strategies	Key Performance Indicator (KPI)	Unit of Measurement	Baseline 2019/20	Annual Target 2020/21	Quarter 2 Targets	Quarter 2 Actual Performance	Quality Assurance by Monitoring and Evaluation	Internal Audit Findings /Comments for Quarter 2
5.5(b)			Four (4) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality submitted to the Audit – Committee by 30 June 2021.	Number of quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality submitted to the Audit – Committee by 30 June 2021.	2 quarterly Internal Audit reports of 2019/20.	Submit four (4) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 30 June 2021.	Submit one (1) quarterly Internal Audit reports on the assessment of the effectiveness of controls within the municipality to the Audit – Committee by 31 December 2020.	Achieved: 1st, 2nd, 3rd & 4th Quarterly Internal Audit reports were presented to the Audit Committee on the 26 October 2020.	First, Second, third & quarter Internal Audit reports that served in the Audit Committee on the 26 October 2020 and the agenda for the meeting have been provided.	Achieved.
5.6	To build a risk conscious culture within the organisation.	Reduction of high risk levels to tolerable levels by performing regular risk assessment, updating risk registers and following up on implementation of risk treatment plans by departments	Four (4) quarterly risk assessments performed and risk register and risk mitigation plans subsequently updated by 30 June 2021.	Number of quarterly risk assessments performed and risk register and risk mitigation plans subsequently updated by 30 June 2021.	4 quarterly risk assessments performed in 2019/20.	Perform four (4) quarterly risk assessments and subsequently update risk register and risk mitigation plans by 30 June 2021.	Perform one (1) quarterly risk assessments and subsequently update risk register and risk mitigation plans by 31 December 2020.	Achieved: One (1) quarterly risk assessments and subsequently update risk register and risk mitigation plans was performed and the report was submitted to Management on the 20th of October 2020.	Risk Assessment Report for Quarter 1 and the 4th Quarter risk assessment Report for the 2019/20 have been provided.	Achieved.
5.7	To plan, coordinate & support sports and recreation programmes in the district.	To strengthen civic pride and patriotism amongst communities in the district and contribute to social cohesion and nation brand ambassadorship through sport.	Host or participate in one (1) annual OR Tambo Games in the district by 31 October each year.	Number of annual OR Tambo games hosted or participated in in the district by 31 October 2020.	OR Tambo Reginal Games held in 2019/20	Host or participate in one (1) annual OR Tambo Games in the district by 31 October 2020.	Host or participate in one (1) annual OR Tambo Games in the district by 31 October 2020.	Not for period under review		Not achieved.

Recommendations

It is recommended that, in line with regulation 5 of Schedule C of Municipal Budget and Reporting Regulations, 2009, a resolution is hereby presented that:

- council note the mid-year budget and performance assessment report referred to in section 72 of Municipal Finance Management Act;
- based on this report, an adjustment budget be prepared and submitted for approval by Council not later than 28 February 2021;