2025 / 2026 MIDYEAR PERFORMANCE REPORT

JANUARY 2026

Ugu District Municipality

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PREAMBLE

This mid-year performance report is a partial fulfillment of the provisions of the provisions of Section 72(1) of the Municipal Finance Management Act No. 56 of 2003 for the 2025 / 2026 financial year which commenced on the 01st of July 2025 and shall come to an end on the 30th of June 2026. The report is to be read together with the Integrated Development Plan (IDP) Review and Service Delivery and Budget Implementation Plan (SDBIP) for the 2025 / 2026 financial year.

The report is on the assessment of municipality's service delivery performance during the first half of the 2025 / 2026 financial year which is a period from the 01st of July to 31st of December 2025. The service delivery targets and performance indicators set out in the SDBIP forms the bases of this mid-year performance assessment. The report is structured into __ sections which are namely ___. The report is structured in five (5) main sections which are **Section 1 -** Introduction, **Section 2 –** Performance Process, **Section 3 –** Mid-Year Performance Assessment and Analysis, **Section 4 –** Previous Financial Year Annual Report and **Section 5 -** Conclusion.

The **Introduction** section provides municipal overview as well as performance summary as well as an overview of the legal parameters within which this annual report is developed. The **Performance Process** section highlights the process the municipality follows regarding its performance. These three sections basically provide background information for the report.

The **Mid-Year Performance Assessment and Analysis** section is a synopsis of the municipality's service delivery performance during the first half of the financial year based on service delivery targets and performance indicators set in the SDBIP. The section goes on further to detect early indications of under-performance and provide for corrective measures where under-performance has been identified. The Previous Year Annual Report section provides progress on resolving problems identified in the previous year’s annual report. These two sections are basically the gist of the report as they provide succinct report on the performance assessment of the municipality.

The **Conclusion** section provides a summary of the of the report and make recommendations as to whether revisions to the SDBIP are necessary. This section also touches on the lessons learned provides a way forward.

1 INTRODUCTION

Section 72(1) of the Municipal Finance Management Act No. 56 of 2003 requires the accounting officer of a municipality to conduct a mid-year performance assessment by *25* January of each year and submit a report on such assessment to the mayor of the municipality, National Treasury and relevant Provincial Treasury. The mid-year performance assessment mentioned above needs to take into account:

- the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the SDBIP; and
- the past year's annual report, and progress on resolving problems identified in the annual report.

The accounting officer, as part of review makes recommendations as to whether adjustments to SDBIP are necessary and recommends revisions to the extent that they may be necessary. Furthermore, in line with Regulation 13(2)(b)&(c) of the 2001 Planning and Performance Management Regulations, the mid-year performance assessment detects early indications of under-performance and provide for corrective measures where under-performance has been identified.

This is a report of the mid-year report for the 2025 / 2026 financial year which commenced on the 01st of July 2025 and shall end on the 30th of June 2026. More specifical, the period assed commenced on the 1st of June and ended on the 31st of December 2026. The assessment is informed by the 2025 / 2026 IDP Review as adopted on the 29th of May 2025 together with the SDBIP that was approved by the mayor on the 20th of June 2025.

1.1 Municipality's Vision, Mission and SOOGs

The SDBIP, which largely informs this mid-year performance report, converts the IDP and Budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality are implemented. The municipality's vision, mission, goals and strategic objectives are outlined in the subsections below for ease of reference.

1.1.1 Vision and Mission

Section 26(a) of the Municipal Systems Act No. 32 of 2000 prescribes that the IDP must reflect the municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs. In this regard, the municipality's council has developed a long-term vision which read as follows:

"By 2035 Ugu District Municipality will provide adequate access to basic services in an efficient and sustainable manner, enhancing the quality of its citizens in an inclusive progressive economy."

Based on the vison above, the municipality developed a mission statement which read as follows:

"To ensure all our communities have access to quality drinking water, decent sanitation, sustainable economic opportunities underpinned by the active participation our citizens in exemplary government."

1.1.2 Strategic Outcomes

Section 26(c) and (d) of the Municipal Systems Act No. 32 of 2000 prescribes that the IDP must reflect the council's development priorities, objectives and strategies for its elected term. In this regard, the municipality has developed Six (6) Strategic Outcome Oriented Goals (SOOG) that translate into 21 strategic objectives as captured in the Table below.

Table 1: Strategic Outcomes

KPA	SOOG	STRATEGIC OBJECTIVE
Municipal Transformation and Institutional Development	**Highly Motivated, Skilled, Productive and Disciplined Workforce**	To optimise systems and operations
		To ensure highly motivated, skilled, productive and disciplined workforce
Basic Service Delivery and Infrastructure Development	**Universal access to Basic Services**	To ensure access to adequate basic services
		To ensure compliance with quality drinking water and decent sanitation standards
		To increase the capacity of water supply systems
		To maintain, repair, replace and refurbish aging infrastructure
		To increase the capacity of waste water treatment works
Local Economic Development	NA	To facilitate growth and development of the District Economy
		To improve job creation opportunities
		To promote special vulnerable focus groups development
		To promotion youth and sport development
		To enhance measures to reduce community exposure to diseases and health risk
Good Governance and Public Participation	**Effective Governance and Leadership**	To strengthen good governance
		To ensure that the communities fully participate in the affairs of the municipality as per the legislative provisions
		To strengthen communication and stakeholder relations
Financial Viability and Management	**Financial sustainability and sound financial principles**	To ensure effective and efficient budgeting and financial reporting
		To improve revenue collection
		To optimise expenditure
		To optimise asset management
Cross Cutting Interventions	NA	To promote a healthy, safe, and sustainability environment
		Improve Coordination and Planning

1.2 Legislative Framework

The Municipal Finance Management Act No. 56 of 2003 is the primary piece of legislation that prescribes the mid-year performance assessment and report. The Municipal Systems Act No. 32 of 2000 provides for the systems and process that enable the municipality to assess service delivery performance through service delivery targets and performance indicators.

1.2.1 Municipal Finance Management Act

Section 53 of the Municipal Finance Management Act No. 56 of 2003 provides for the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is detailed plan approved by the mayor implementing the municipality's delivery of municipal services and its annual budget. The SDBIP indicates:

a) each month's revenue to be collected by source, as well as operational and capital expenditure by vote projections;
b) service delivery targets and performance indicators for each quarter; and
c) any other matters that may be prescribed.

Section 72 of the Act provides for a mid-year performance assessment. The accounting officer of a municipality must by *25* January of each year:

a) assess the performance of the municipality during the first half of the financial 20 year, taking into account:
   i. the monthly statements referred to in Section 71 of the Act for the first half of the financial year;
   ii. the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan;
   iii. the past year's annual report, and progress on resolving problems identified in the annual report; and
   iv. the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of Section 88 of the Act from any such entities; and
b) submit a report on such assessment to the Mayor, National Treasury, and relevant Provincial Treasury.

Section 121 of the Act requires the council of a municipality to deal with the annual report of the municipality within nine months after the end of a financial year. The annual report amongst other things must include the annual performance report.

1.2.2 Municipal Systems Act

Section 25 of the Municipal Systems Act No. 32 of 2000 provides for Integrated Development Plan (IDP). The IDP is a single, inclusive and strategic plan for the development of the municipality which:

a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
b) aligns the resources and capacity of the municipality with the implementation of the plan; and
c) forms the policy framework and general basis on which annual budgets must be based.

Section 26 of the Act outlines the key components of the IDP which includes the key performance indicators and performance targets. The key performance indicators and performance targets are determined in terms of section 41 of the Act which prescribes that appropriate key performance indicators are set as a yardstick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its IDP as well as measurable performance targets with regard to each of those development priorities and objectives.

Section 46 of the Act requires municipalities to prepare an annual report for each financial year. The annual report amongst other things must consist of the annual performance plan. The section further stipulate that the performance report must reflect:

a) the municipality's, and any service provider's, performance during that financial year, also in comparison with targets of and with performance in the previous financial year;
b) the development and service delivery priorities and the performance targets set by the municipality for the following financial year; and
c) measures that were or are to be taken to improve performance.

Regulations and circulars that are relevant to the development of the mid-year performance report issued in terms of these two pieces of legislation have also been taken into consideration the development of this mid-year performance report.

2 PERFORMANCE PROCESS

The district's performance process is informed by the Local Government: Municipal Planning and Performance Regulations (No. 796, 24 August 2001) and is stipulated in the district's Organisational Performance Management System Framework, Policy and Procedural Manual. The performance process involves performance measurement; performance monitoring, reviewing and evaluation; performance auditing; performance reporting; and intervention as core elements.

Figure 1 illustrates the performance process from the five-year to the annual and quarterly performance levels. The preparation starts from the left side of the Figure with the preparation of the five-year scorecard as entailed in Chapter Four of the IDP whilst the reporting starts from the right side of the Figure which is the performance agreements and departmental scorecards. Figure 2 is a further illustration of how the annual report (inclusive of annual performance report) fits in the entire planning and reporting cycle of local government.

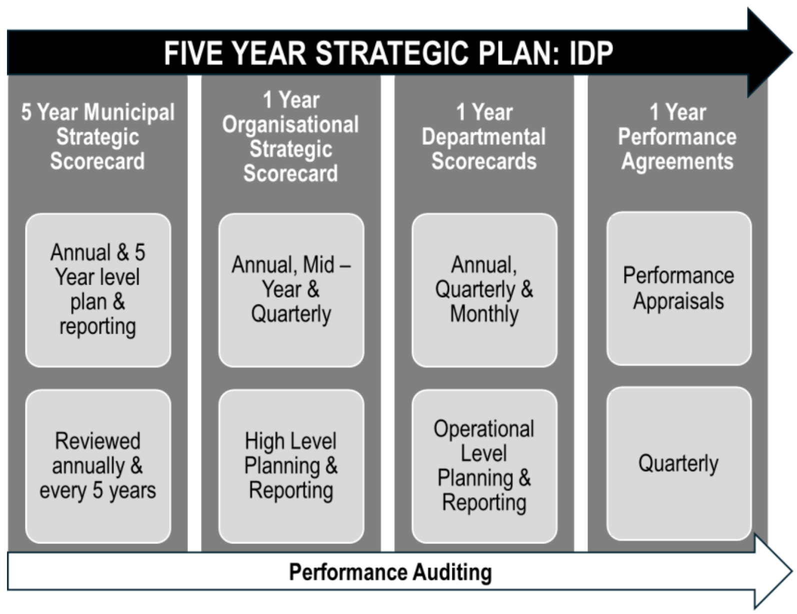

Figure 1: Performance Process Overview

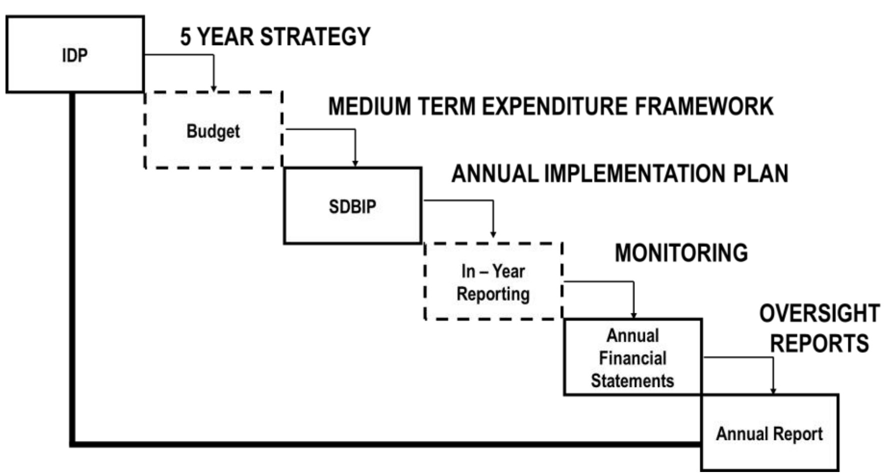

Figure 2: IDP and Performance Cycle

2.1 Performance Measurement

The Mayor, following the adoption of Reviewed IDP and Annual budget on the 29th of May 2025, approved the SDBIP on the 20th of June 2025. The SDBIP was inclusive of the Organisational and Departmental Scorecards that are designed in such a way that they respond this legislative provision.

The use scorecards to measure performance has ensured that the key performance indicators and performance targets measurement includes:

a) costs, resources and time used to produce outputs in accordance with the input indicators;
b) the extent to which the municipality's activities or processes produced outputs; and
c) the total improvement brought by outputs in accordance with the outcome indicators.

2.2 Performance Monitoring, Reviewing and Evaluation

The district has put in place different mechanisms to ensure that its performance is monitored on an ongoing basis, it is reviewed at prescribed intervals and it is evaluated continuously. Different role players both internal and external are involved in these processes. The district's Organisational Performance Management System Framework clearly identifies and defines their roles and responsibilities.

The district successfully conducted all the required performance review sessions as per the provisions of Organisational Performance Management System Framework, Policy and Procedural Manual as indicated in Table 2 below.

Table 2: Performance Review Sessions

Performance Review Session	Date
Quarter 1 Performance Pre – Review	13 October 2025
Quarter 1 Performance Review	21 October 2025
Quarter 2 Performance Pre – Review	12 January 2026
Quarter 2 Performance Review	20 January 2026

The performance review sessions aid the district to:

a) identify the strengths, weaknesses, opportunities and threats of the district in meeting the key performance indicators and performance targets set by it, as well as the prescribed general key performance indicators;
b) review the key performance indicators set by the district; and
c) allow the local community to participate in the review process.

The performance reports that emanate from these performance sessions are tabled at relevant structures for consideration and further actioning.

2.3 Performance Auditing

The municipality's results of performance measurements are audited as part of internal auditing process and annually by the Auditor General as per the provisions of the Systems Act.

2.3.1 Internal Audit

The Internal Audit Unit as part of its internal audit processes audits the district's performance measurements. The Internal Audit Unit conducted its performance audits as indicated in Table 3 below. The Internal Audit Unit audit the performance measurements of the municipality and submit quarterly reports on its audits to the Municipal Manager (MM) and the Performance Audit Committee (PAC). The PAC having reviewed the Internal Audit Unit's quarterly performance reports and having reviewed the municipality's PMS, submit a performance report to Council. The Internal Audit Unit in its performance audits primarily focuses on:

- Functionality assessment of the municipality's PMS and whether the municipality's PMS complies with the Municipal Systems Act and other applicable legislation; and
- Effectiveness assessment of the performance evaluation process to the extent that the municipality's performance measurements are reliable in measuring performance in terms of its approved key performance indicators.

Table 3: Performance Internal Audits

Audit Period	Date Submitted to		PAC Report to Council	Audit Findings	Status
	MM	PAC			
Quarter 1	28 October 2025	28 October 2025	27 November 2025	No Issues Raised.	NA

These performance audits included the assessments of the functionality of the performance management system and whether it complies with legislative provisions as well as the extent to which the performance measurements are reliable in measuring performance of the district.

2.3.2 Auditor General

The municipality received an unqualified audit opinion on the Annual Performance Report outcome area for the 2024 / 2025 financial year. The Auditor General's performance audit performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives;
- all the indicators relevant for measuring the municipality's performance against its primary mandated and prioritised functions and planned objectives are included;
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently and are verifiable, to confirm the methods and processes to be used for measuring achievements;

- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance, as well as how performance will be evaluated;
- the indicators and targets reported on in the annual performance report are the same as what were committed to in the approved initial or revised planning documents; and
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable; and
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets / measures taken to improve performance.

Auditor General found material findings on the Annual Performance Report outcome area for the 2024 / 2025 financial year.

2.4 Performance Reporting

The performance reporting takes place at three levels which are namely, departmental; organisational; and political levels, however, for the purposes of the mid-year performance report the emphasis shall be on the organisational and political levels only. At an organisational level, the departments submit quarterly performance reports to the PMS Unit at the end of each quarter which are then considered at the quarterly performance pre-reviews and reviews. These departmental performance reports are then consolidated into an organisational performance report. Table 5 indicates the dates the departmental performance reports are tabled to relevant structures consideration

At a political level, the PMS Units submits the quarterly organisational performance report to the Sound Governance and Human Resource Portfolio Committee for onward submission to Council. Table 4 indicates the dates the organisational performance reports are tabled to relevant structures consideration.

Table 4: Performance Reports

Reporting Level	Performance Report	Structure	Date of Considered
		QUARTER 1	
Organisational	Departmental Quarter 1	Extended Management Committee	13 October 2025
		Performance Review Committee	21 October 2025
Political	Organisational Quarter 1	Sound Governance and Human Resource Portfolio Committee	04 November 2025
		Executive Committee	19 November 2025
		Council	27 November 2025

3 MID-YEAR PERFORMANCE ASSESSMENT AND ANALYSIS

The mid-year performance assessment and analysis consider the extent to which the service delivery targets and performance indicators set in the SDBIP have been met. The performance assessment and analysis categorise the performance into three (3) categories which are Organisational performance (top layer of the SDBIP), assessment of performance against National Key Performance Areas and Departmental Performance (lower layer of the SDBIP).

The organisational performance and assessment of performance against National Key Performance Areas is based on the organisational scorecard reporting template whilst departmental performance is based on departmental scorecard reporting templates.

3.1 Organisational Performance Assessment and Analysis

The Organisational Scorecard Reporting Template is appended to the report as **Annexure A**. The organisational scorecard is comprised of 60 KPI with 60 performance targets of which 2 were due to be completed by the 31st of December 2025, a total of 19 was not applicable in the first six (6) months of the financial year and 39 are in progress as they have incremental performance targets. The organisational mid-year performance status reflected in Figure 3 therefore, refers to 41 KPIs and performance targets which are those that are completed and in progress.

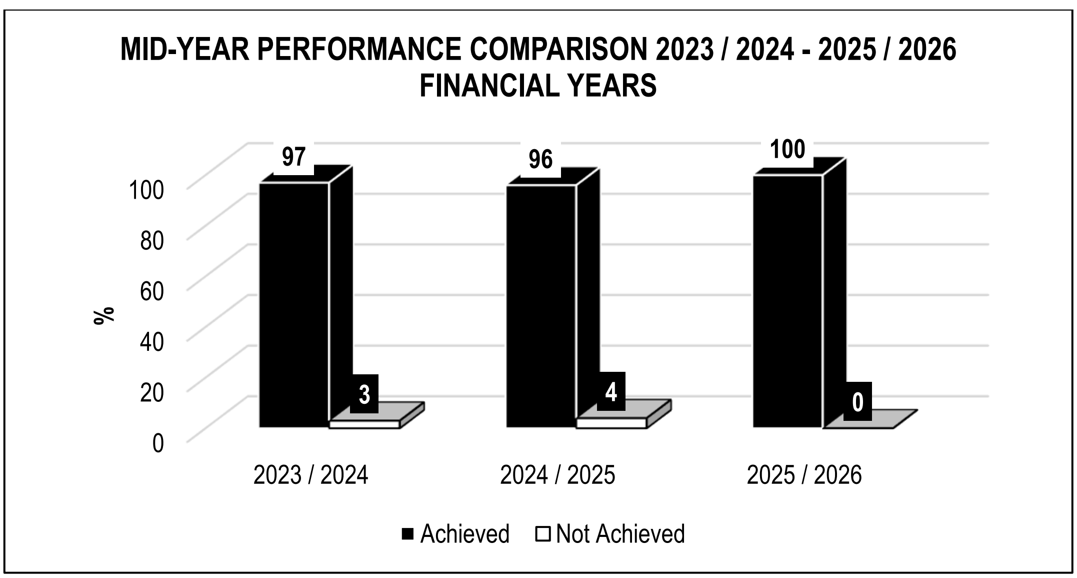

Figure 3: Organisational Mid-Year Performance Status

3.2 Assessment of Performance against National Key Performance Areas

The development priorities and objectives set out in its IDP are categorised into the five (5) National Key Performance Areas and the one (1) additional KwaZulu-Natal Province Key Performance Area making it six (6) Key Performance Areas (KPAs). The KPAs are:

1) Basic Service Delivery;
2) Municipal Transformation and Institutional Development;
3) Good Governance and Public Participation;
4) Local Economic Development;
5) Municipal Financial Management and Viability; and
6) Cross Cutting Interventions (KZN KPA).

The municipality performed reasonably well during the mid-year performance assessment across all KPAs achieving a 100% score for all.

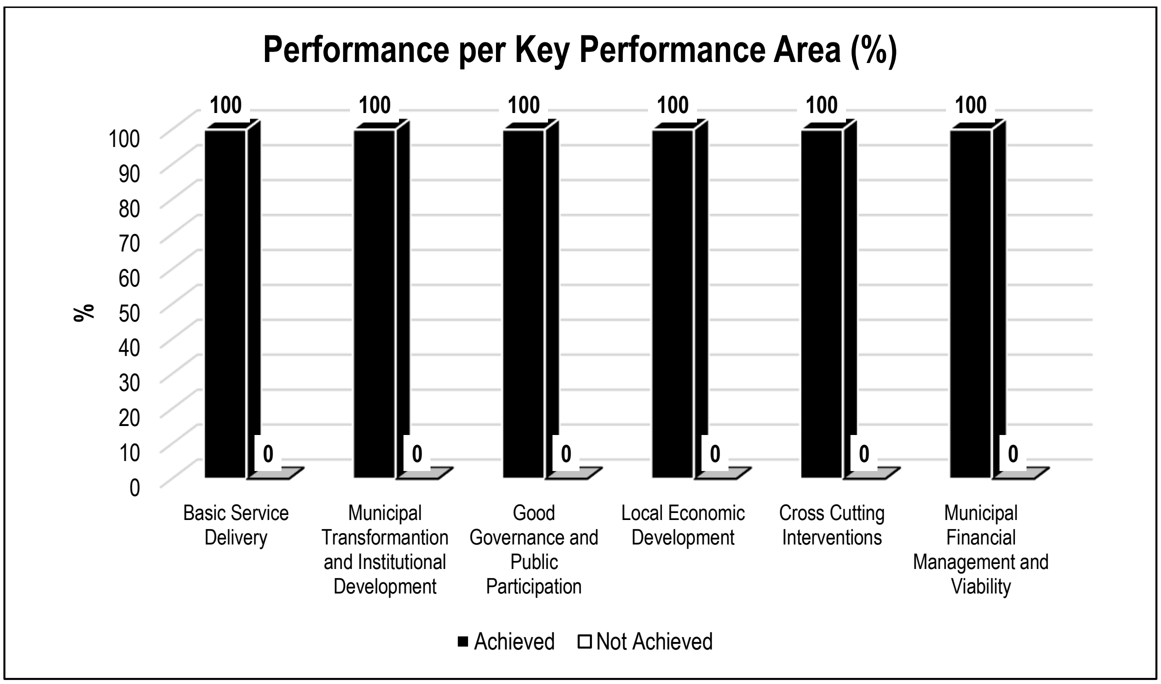

Figure 4: Performance per Key Performance Area

3.2.1 Basic Service Delivery

The KPA is primarily concerned with the provision of basic services and public infrastructure development. The municipality achieved a 100% in this KPA which is a 33% performance improvement from the 67% that was achieved during the same period in the previous financial year.

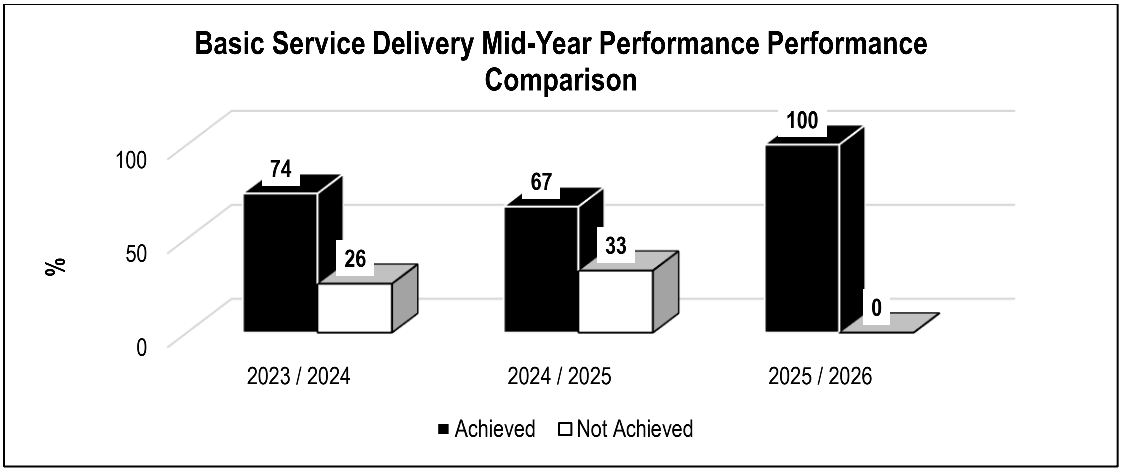

Figure 5: Basic Services Mid-Year Performance 2023 / 2024 – 2025 / 2026

3.2.2 Municipal Transformation and Institutional Development

This KPA is inward looking and is mainly concerned with sound administration as well as the municipalities preparedness to deliver on its mandate. The KPA therefore focuses on indicators that have impact on the development of the institution, human capital and transformation. The municipality achieved a 100% in this KPA which is a 4% performance improvement from the 96% that was achieved during the same period in the previous financial year.

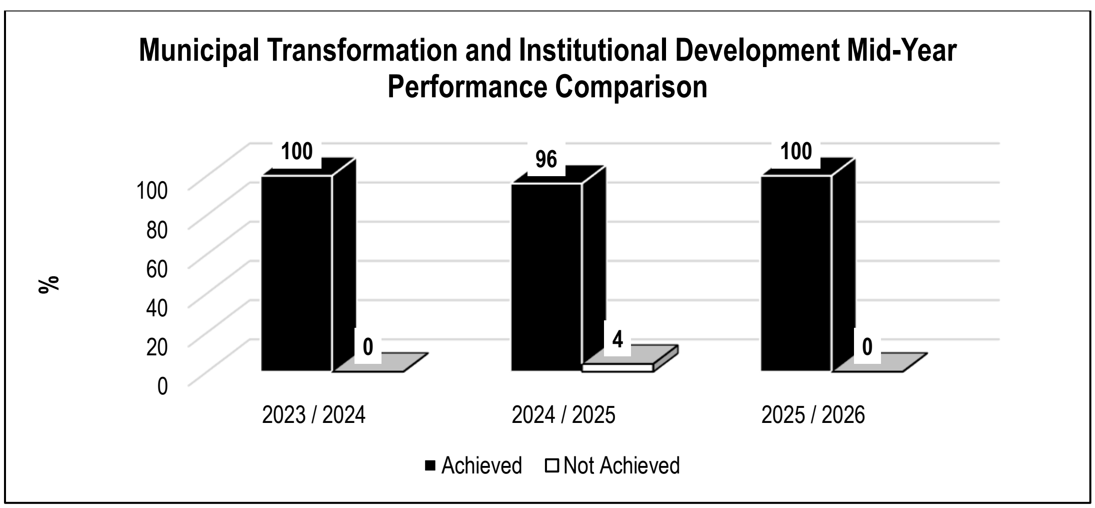

Figure 6: Municipal Transformation and Institutional Development Mid-Year Performance 2023/24 – 2025/26

3.2.3 Good Governance and Public Participation

The KPA is mostly outward looking being concerned with good governance, effective public participation and legislative compliance in general. The municipality achieved a 100% in this KPA maintaining the same level of performance that was achieved during the same period in the previous financial year.

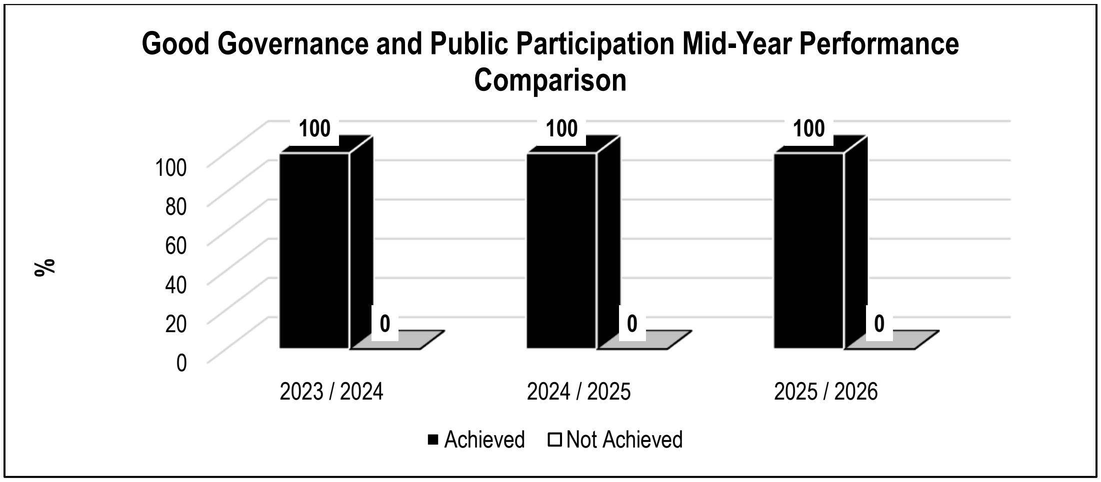

Figure 7: Good Governance and Public Participation Mid-Year Performance 2023/24 – 2025/26

3.2.4 Local Economic Development

This KPA is primarily concerned with concerned with the continued fight against the triple threat challenge of unemployment, inequality and poverty through economic and social development. The municipality achieved a 100% in this KPA maintaining the same level of performance that was achieved during the same period in the previous financial year.

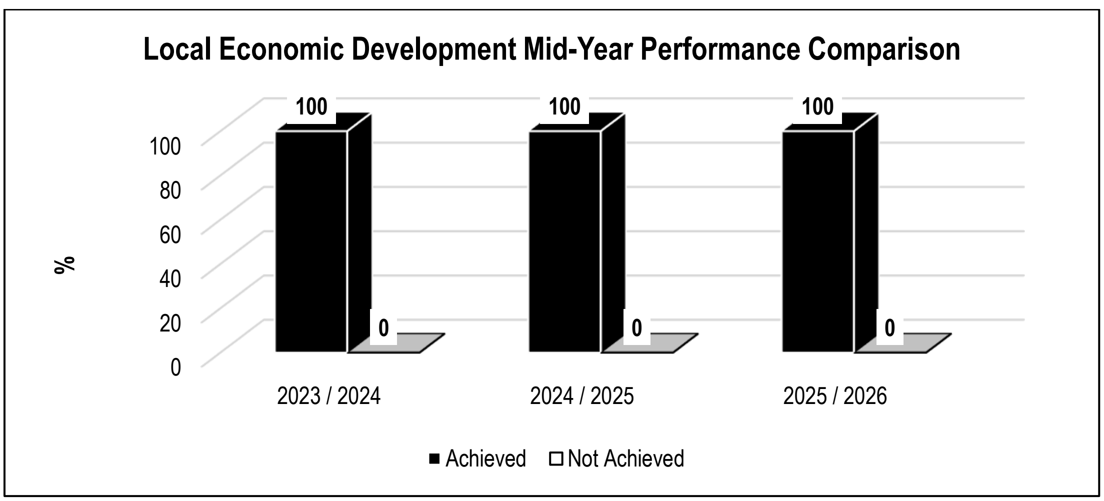

Figure 8: Local Economic Development Mid-Year Performance 2023 / 2024 – 2025 / 2026

3.2.5 Cross Cutting Interventions

This is a KZN specific KPA that is mainly concerned with disaster management. spatial planning, environmental management and other issues pertaining to the development of space and land management. The municipality achieved a 100% in this KPA maintaining the same level of performance that was achieved during the same period in the previous financial year.

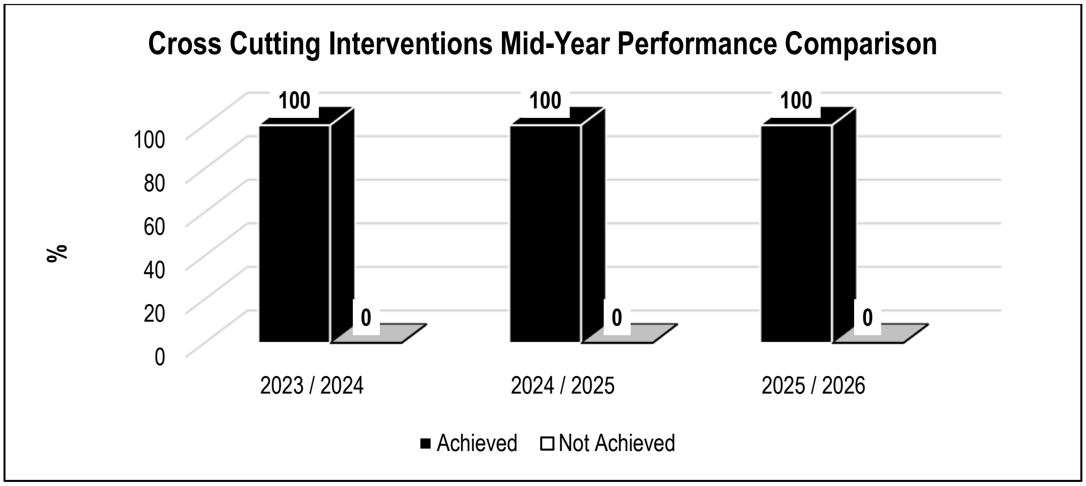

Figure 9: Cross Cutting Interventions Mid-Year Performance 2023 / 2024 – 2025 / 2026

3.2.6 Municipal Financial Management and Viability

The KPA in the main is inward looking in ensuring application of sound financial principles, long term financial sustainability, strengthening of financial management systems and promotion of transparency. The municipality achieved a 100% in this KPA maintaining the same level of performance that was achieved during the same period in the previous financial year.

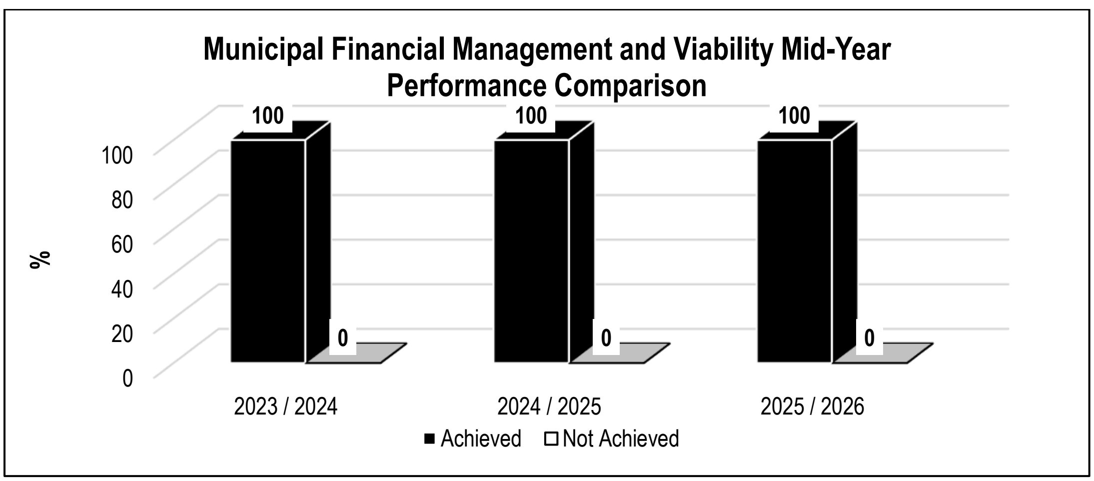

Figure 10: Municipal Financial Management and Viability Mid-Year Performance 2023 / 2024 – 2025 / 2026

3.3 Departmental Performance Assessment and Analysis

The Municipality is structured into five (5) departments which are namely, Water Services (WS), Economic Development and Environmental Services (EDES), Budget and Treasury Office (BTO), Office of the Municipal Manager (OMM), and Corporate Services (CS). Table 6 provides details of the departmental mid-year performance for the 2025 / 26 financial year.

Table 5: 2025 / 2026 Mid-Year Departmental Performance

Department	Total No.	Applicable	Not Applicable	No. Achieved	No. Not Achieved	% Achieved	% Not Achieved
Water Services	**31**	17	14	**17**	0	**100**	0
Corporate Services	**85**	74	11	**74**	0	**100**	0
Budget and Treasury Office	**48**	24	24	**24**	0	**100**	0
Economic Development and Environmental Services	**34**	33	1	**33**	0	**100**	0
Office of the Municipal Manager	**93**	76	17	**76**	0	**100**	0

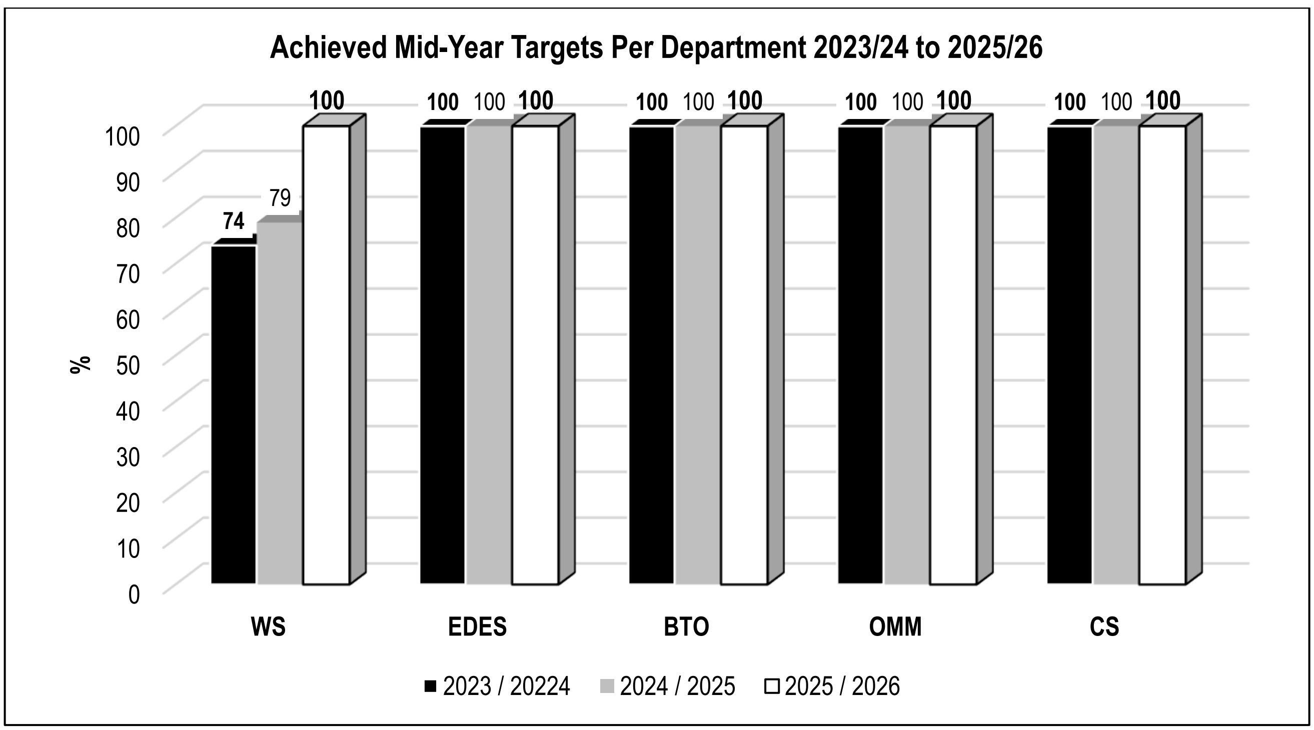

Figure 11: Achieved Mid-Year Targets per Department 2023 / 2024 – 2025 / 2026

3.3.1 Water Services Department

The primary objective of the department is to provide water services directly to the consumers. The main functions of the departments amongst others are to operate and maintain water distribution systems, implement water conservation and water demand management as well as operate and maintain boreholes.

The department had a total of 17 KPIs applicable for the mid-year performance assessment. The department met the performance targets for all of its applicable KPIs reaching an 100% achievement rate which is a 21% improvement from the 79% achieved in the previous financial year.

3.3.2 Economic Development and Environmental Services Department

The primary objective of the department is to plan, regulate and coordinate economic planning and development, and environmental health management with its main functions being to facilitate and coordinate the development and implementation of an Environmental Health Management Services, Environmental Management and implementation of the district 's Economic Development Programmes.

The department had a total of 33 KPIs applicable for the mid-year performance assessment. The department met the performance targets for all its KPIs maintaining a 100% achievement rate it achieved in the previous financial year.

3.3.3 Budget and Treasury Office

The primary objective of the department is to manage municipal finances, procurement and assets. The main functions are to render financial planning, budgeting and expenditure services, to collect and manage income and revenue, to render provisioning, assets, stock and fleet management services; and to render and manage financial risk management services.

The department had a total of 24 KPIs applicable for the mid-year performance assessment. The department met the performance targets for all its applicable KPIs maintaining a 100% achievement rate it achieved in the previous financial year.

3.3.4 Office of the Municipal Manager

The primary objective of the department is to oversee the administration of and serve as Chief Executive and Accounting Officer of the Municipality. The main functions of the department are to develop and lead an economical, effective, efficient and accountable municipal administration; oversee the implementation of the municipality's IDP; manage communications between the municipality's administration and its political structures and political office bearers; facilitate participation by the community in the affairs of the municipality; and provide internal Communications support and Customer Relations Services.

The department had a total of 76 KPIs applicable for the mid-year performance assessment. The department met the performance targets for all its KPIs maintaining a 100% achievement rate it achieved in the previous financial year.

3.3.5 Corporate Services

The main purpose of the department is the provision of an integrated corporate service. The main function is to provide an integrated human resources service to all municipal departments, to provide an integrated administration service constituted of Council and Committee Support, Auxiliary and Office support Services, and to provide a comprehensive ICT support service to all the municipal components.

The department had a total of 74 KPIs applicable for the mid-year performance assessment. The department met the performance targets for all its KPIs maintaining a 100% achievement rate it achieved in the previous financial year.

3.4 Performance Highlights

The performance highlights consider those areas where the planned versus actual performance variance displays over achievement. Performance highlights were identified in the following programmes / projects:

a) Individual Performance Management System (IPMS);
b) Records Management;
c) Alternative Water Supply;
d) Quality Drinking Water Standards;
e) Water Pipeline;
f) Expanded Public Works Programme (EPWP);
g) Environmental Health Services;
h) Revenue Management Systems(RMS);
i) Capital Budget Expenditure; and
j) Maintenance Budget Expenditure.

3.5 Performance Challenges / Blockages

There were no performance challenges / blockages identified as all performance targets that were applicable for the mid-year performance assessment period were met. Furthermore, the mid-year performance assessment did not detect any early indications of underperformance.

3.6 Measures to Improve Performance

There were no measures to improve performance identified during the mid-year performance assessment period.

4 PREVIOUS FINANCIAL YEAR ANNUAL REPORT

Section 72(1) (a) (iii) of the Municipal Finance Management Act No. 56 of 2003 requires progress on resolving the problems identified in the Annual Report of the previous year to be provided. The previous financial year in this case 2024 / 2025 which commenced on the 01st of July 2024 and ended on the 30th of June 2025. The 2024 / 2025 annual report is still in a draft and is set for adoption by the 31st of March 2026 in line with Section 121(1) of the Municipal Finance Management Act No. 56 of 2003 read together with Section 46(1) of the Municipal Systems Act No. 32 of 2000.

The municipality has, however, has received an audit report from the Auditor General and an audit action plan has been subsequently developed to address the audit findings raised by the Auditor General in the audit report. The performance management system auditing findings are discussed in detail in section 2.3.2 of this report.

5 CONCLUSION

The performance assessment of the municipality for the first half of the financial year in so far as service delivery targets and performance indicators as set in the SDBIP has not identified any materialistic variance between the planned and actual deliverables of these targets and indicators.

ANNEXURE A: ORGANISATIONAL SCORECARD MID-YEAR REPORTING TEMPLATE

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT															
MTID 1	To optimise systems and operations	MTID 1.1	Information and Communication Technology (ICT)	To ensure 100% functionality internal ICT	100%	50%	50%	Achieved	None	N/A	N/A	R8,497,899.00	R13,705,674.49	Corporate Services	Progress Reports to ICT Steering Committee
		MTID 1.2	Organisational Performance Management System (OPMS)	Percentage implementation of OPMS policy and procedural manual	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Mayors approval letter; Attendance Register, minutes and Agenda; Copies of signed performance agreements.
		MTID 1.3	Individual Performance Management System (IPMS)	Percentage implementation of IPMS for level 2 to 18	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Consolidated list of Signed Workplans from IPMS section
		MTID 1.4	Records Management	Percentage compliance with record management legislative framework	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes
		MTID 1.5	Facilities Management	Percentage compliance with Facilities Management	100%	50%	50%	Achieved	None	N/A	N/A	R6 280 940.00	R 1 024 234.29	Corporate Services	Quarterly report / extract to Extended Manco or Manco
		MTID 1.6	Security Services	Percentage compliance with Security Services	100%	50%	50%	Achieved	None	N/A	N/A	R21,594,465.00	R26,208,282,03	Corporate Services	Security Services Analysis Report to Manco/Extended / Portfolio Extract of Minutes
		MTID 1.7	Fleet Management	Percentage implementation of fleet management system	100%	50%	50%	Achieved	None	N/A	N/A	R7,418,987.00	R1,952,278.40	Corporate Services	Progress report Fleet Operations submitted to Manco/ CS Portfolio of implementation plan.

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MTID 2	To ensure highly motivated, skilled, productive and disciplined workforce	MTID 2.1	Human Resource Management and Development	Percentage implementation of Human Resources Plan and Strategy	100%	50%	50%	Achieved	None	N/A	N/A	R1,555,877.00	R0.00	Corporate Services	Attendance register & Event Programme
		MTID 2.2	Employee Assistance Program (EAP)	Percentage implementation of EAP	100%	50%	50%	Achieved	None	N/A	N/A	R162,071.00	R162, 071.00	Corporate Services	Attendance register & Event Programme
		MTID 2.3	Occupational Health and Safety (OHS)	Percentage implementation OHS	100%	50%	50%	Achieved	None	N/A	N/A	R378,165.00	378,165,00	Corporate Services	Checklist Compliance report to MANCO/Ext MANCO and Minutes
BASIC SERVICE DELIVERY															
BSD 1	To ensure access to adequate basic services	BSD 1.3	Alternative Water Supply	Number of Litres of water delivered via water tankers	120,000,000	60,000,000	64 587 000	Achieved	64 587 000	Increased demand due emergencies and breakages.	N/A	R5,150,000.00	R5,749,209.96	Water Services	Consolidated Delivery register for all areas, quarterly Water Manco Report showing litres delivered and summary report.
		BSD 1.4		Number of emergency boreholes installed and maintained	60	N/A	N/A	N/A	N/A	N/A	N/A	R30,185,282.80	R0.00	Water Services	Business plan and happy letters
BSD 2	To ensure compliance with quality drinking water and decent sanitation standards	BSD 2.1	Quality Drinking Water Standards	Percentage of compliance with access to quality drinking water standards	99%	NA	NA	NA	N/A	N/A	N/A	R2,794,521.00	R1,007,312.14	Water Services	Independent water quality report

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		BSD 2.2	General Authorizations for Sanitation Services	Percentage of sanitation effluent quality compliance with general authorizations for sanitation services	70 - 75%	70 - 75%	72%	Achieved	None	N/A	N/A	R5,186,256.00	R2,581,954.04	Water Services	Independent wastewater quality report
		BSD 2.3	Non-Revenue Water (NRW)	Percentage reduction of Non-Revenue Water (NRW) by volume per annum	0.5%	NA	NA	N/A	N/A	N/A	N/A	R1,296,564.00	R0.00	Water Services	Annual Water balance report noted by Manco
BSD 3	To increase the capacity of water supply systems	BSD 3.1	Construction, Refurbishment, Augmentation and Upgrade of Water Treatments Works	Number of mega litres increase in the capacity of water supply system	12.5 Mega Litres / Day	N/A	N/A	N/A	N/A	N/A	12.5 Mega Litres / Day	R522,378,678.84	R0.00	Water Services	Project Business plans and Practical Completion Certificate
		BSD 3.2	Construction of Dams and Reservoirs	Number of mega litres increase in the capacity of water supply systems storage	7 Mega Litres / Day	N/A	N/A	N/A	N/A	N/A	7 Mega Litres / Day	R315,673,372.40	R0.00	Water Services	Project Business plans and Practical Completion Certificate
BSD 4	To maintain, repair, replace and refurbish aging infrastructure	BSD 4.1	Water Pipeline	Turnaround time taken to repair Water pipeline	24hrs	24hrs	2h34	Achieved	21h26	Availability of additional personnel and availability of materials at stores.	N/A	R0.00	R0.00	Water Services	System report and calculation sheet, Water Manco report

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
BSD 5	To increase the capacity of waste water treatment works	BSD 5.1	Construction, Refurbishment and Upgrades / Extensions of Sewerage Schemes	Number of mega per day litres increase in the capacity of waste water treatment works	4.5 Mega Litres / day	NA	NA	N/A	N/A	N/A	4.5 Mega Litres / day	R140,482,118.86	R0.00	Water Services	Project Business plans and Practical Completion Certificate
LOCAL ECONOMIC DEVELOPMENT															
LED 1	To facilitate growth and development of the District Economy	LED 1.1	Inclusive Economy	Number of inclusive economy programmes coordinated and/or supported per annum (Informal, Rural, Township, Green, Oceans Economy and Small Town Development)	6	3	3	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee including the following aspects: Improving LED planning, management and administrative capacity; Strengthening LED SPV (SCTIE), , Ease of doing business/red tape reduction and BARE. Bi-Annual state of the District Economy Report. Economic Recovery Strategy Review. Portfolio Committee Resolution
		LED 1.2	Diverse and Innovative Economy	Number of sectors coordinated and/or supported (Agriculture , Manufacturing, Trade, Mining and Tourism)	5	3	3	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly report to Portfolio Committee on economic sectors coordinated and/or supported (Agriculture/Forestry/Fisheries , Manufacturing, Trade, Mining and Tourism). Portfolio Committee Resolution

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 1.3	Enterprise Development and Support	Number of SMMEs supported	40	20	40	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Close out report on SMMEs supported submitted to Portfolio with resolution
		LED 1.4	Council-Owned Strategic LED Assets	Number of Council Owned Strategic LED Assets managed (Horseshoe Farm, Ugu Sports and Leisure, Woodgrange Farm)	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Portfolio Committee report on Council Owned Strategic LED Assets managed (Horseshoe Farm, Ugu Sports and Leisure, Woodgrange Farm) Portfolio Committee Resolution

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 1.5	Economic Governance and Infrastructure	Number of Quarterly Reports including the following aspects: Improving LED planning, management and administrative capacity; Strengthening LED SPV (SCTIE), Improving access to development finance, Ease of doing business/red tape reduction and BARE. Bi-Annual state of the District Economy Report. Economic Recovery Strategy Review.	4	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee including the following aspects: Improving LED planning, management and administrative capacity; Strengthening LED SPV (SCTIE), , Ease of doing business/red tape reduction and BARE. Bi-Annual state of the District Economy Report. Economic Recovery Strategy Review. Portfolio Committee Resolution

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 1.6	Social and Economic Data	Number of Social / Economic Statistics / Database Reports Circulated / Uploaded on Website / Intranet	4	2	5	Achieved	3	Additional statistical release reports were circulated over the above the actual Socio-Economic Indicators Statistical Report.	N/A	R0.00	R0.00	Office of the Municipal Manager	Social/Economic Statistics/Database Report Circulated/Uploaded on Intranet/Website
LED 2	To improve job creation opportunities	LED 2.1	Expanded Public Works Programme (EPWP)	Number of jobs created through the EPWP	250	250	1040	Achieved	790	More work opportunities were created through the grant allocation we received from National Department of Public works.	N/A	R13,966,000.00	R675 097,91	Office of the Municipal Manager	Payment Register
LED 3	To promote special vulnerable focus groups development	LED 3.1	Special Programmes	Number of special programmes implemented per annum	4	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Quarterly progress report to Portfolio Committee on programmes implemented and PC extract
LED 4	To promotion youth and sport development	LED 4.1	Youth Development	Number of youth development initiatives implemented per annum	4	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Quarterly progress report to Portfolio Committee on programmes implemented and PC extract

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 4.2	Sport Development	Number of sport development initiatives implemented per annum	3	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Quarterly progress report to Portfolio Committee on programmes implemented and PC extract
LED 5	To enhance measures to reduce community exposure to diseases and health risk	LED 5.1	Environmental Health Services	Percentage implementation of legislated environmental health services	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly progress report and Portfolio resolution noting report
GOOD GOVERNANCE AND PUBLIC PARTICIPATION															
GGPP 1	To strengthen good governance	GGPP 1.1	Council and Council Committees	Percentage of functional Council and Council Committees	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Corporate Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.2	Policy Development and Review	Number of policies developed / reviewed	47	15	15	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolutions
		GGPP 1.3	Litigation Risk Mitigation / Litigation Management	Percentage Compliance to Litigation Risk Reduction Action Plan	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Extract from MANCO indicating receipt of report on % of risk reduction
		GGPP 1.4	Internal Audit	Percentage implementation of Internal Audit Plan	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Audit Committee Minutes
		GGPP 1.5	Risk Management	Percentage implementation of Risk Management Policy	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Minutes from RMC

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.6	Anti-Fraud and Corruption	Number of the Anti-Fraud and Anti-Corruption Strategy reviews conducted	1	NA	NA	NA	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Council Resolutions
				Number of Anticorruption and awareness campaigns co-ordinated	1	NA	NA	NA	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Attendance register/Programme
		GGPP 1.7	Inter-Governmental Relations	Number of IGR structures in place and functional	8	NA	NA	NA	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.8	Annual Report	Number of Annual Reports adopted by 31 March of each year	1	NA	NA	1	N/A	N/A	NA	R0.00	R0.00	Office of the Municipal Manager	Council Resolution
GGPP 2	To ensure that the communities fully participate in the affairs of the municipality as per the legislative provisions	GGPP 2.1	Public Participation	Percentage public participation strategy and plan implementation	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Proof of coordination/ Programme/ Agenda/Report from community engagement

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
GGPP 3	To strengthen communication and stakeholder relations	GGPP 3.1	Customer Relations	Percentage implementation of the Integrated Complaints Management System (ICMS)	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	System Generated electronic report
		GGPP 3.2	Batho Pele	Percentage implementation of the Batho Pele Programme	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Customer Satisfaction Survey Report submitted to Manco and Manco resolution. Unannounced Visits Report submitted to Manco with Manco resolution. Attendance Registers, Close out reports to Manco and Manco Resolutions.
		GGPP 3.3	Communications	Percentage of implementation of the Communication Strategy	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Confirmation letter from the Radio Station and Mayoral Notes. Copy Of Newsletters. Extracts/screenshots from Social Media site. Copy of the Report on analysis of Mainstream Media interaction. Copy of Press Statements.

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT															
MFVM 1	To ensure effective and efficient budgeting and financial reporting	MFVM 1.1	Municipal Budget	Number of annual budgets adopted by 31 May of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Council resolution
		MFVM 1.2		Number of Mid Year performance assessments approved by 25 January of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Council resolution
		MFVM 1.3		Number of budgets adjustments adopted by 28 February of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Council resolution
		MFVM 1.4	Annual Financial Statements	Number of annual financial statements prepared and submitted to Auditor General by 31 August of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Acknowledgement of Receipt from AG
		MFVM 1.5		Number of annual consolidated financial statements prepared and submitted to Auditor General by 30 September of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Acknowledgement of Receipt from AG

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MFVM 1.6	In-Year Financial Reporting	Number of in-year financial reports submitted	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Data Strings Submission
MFVM 2	To improve revenue collection	MFVM 2.1	Revenue Management Systems(RMS)	Percentage implementation of RMS	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Debt collection dashboard report. Cash Books. Updated General Ledger. Bank, Creditors and Debtors reconciliations. VAT Returns and SARS statement
MFVM 3	To optimise expenditure	MFVM 3.1	Supply Chain Management	Percentage implementation of supply chain management policy	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Reports on Adjudication of Projects within 90 days of closing date. Quarterly Deviations & UIFW expenditure register & email to COGTA. Copy of approved Procurement Plan
		MFVM 3.2	Payment of Creditors	100% Compliance with creditors payment plan	100%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Treasury Office	Payment Plan Register. Monthly Salary Payment Report. Monthly Deductions Payment Report.
		MFVM 3.3	Capital Budget Expenditure	Percentage expenditure on capital budget	100%	50%	96%	Achieved	46%	Capital projects ahead of schedule	N/A	R357,626,000.00	R232,679,687.84	Water Services	Certificate of expenditure with full calculations from UGU Treasury Department

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MFVM 3.4	Maintenance Budget Expenditure	Percentage expenditure on maintenance budget	100%	50%	66%	Achieved	16%	More work done than planned.	N/A	R4,800,376.00	R3,165,791.64	Water Services	Expenditure report with full calculations and POE (Approved invoices) submitted to Water Manco
MFVM 4	To optimise asset management	MFVM 4.1	Asset Register	Number of a GRAP compliant asset register updates per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Budget and Tresury Office	Updated Assets Register and Asset Verification Plan
CROSS CUTTING INTERVENTIONS															
CCI 1	To promote a healthy, safe, and sustainability environment	CCI 1.1	Disaster Management	Percentage implementation of Disaster Risk Management Plan	100%	50%	50%	Achieved	None	N/A	N/A	R5,175,439.00	R1,095,034.00	Corporate Services	Program and attendance register. Submission of Progress reports / Assessment forms. Reports to Manco / DDMAF / Portfolio Committee
		CCI 1.2	Environmental Management	Number of environmental management programmes / projects implemented per annum	11	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee and Resolution
CCI 2	Improve Coordination and Planning	CCI 2.1	Integrated Development Plan (IDP)	Number 2022 / 2023 to 2026 / 2027 IDP reviews adopted by Council	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Council resolution

SO No.	Strategic Objective	IDP Ref	Project / Programme	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Department	POE
						Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		CCI 2.2	Spatial Development Framework (SDF)	Number of 2017 to 2040 SDF reviews adopted	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Council resolution
		CCI 2.3	Geographic Information Systems (GIS)	Percentage implementation of GIS policy	100%	100%	100 %	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	MAP production register, request forms

ANNEXURE B: WATER SERVICES DEPARTMENTAL SCORECARD MID-YEAR REPORTING TEMPLATE

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
MTID 1.3	To ensure 100% implementation of IPMS for level 2 to 18	MTID 1.3.1 WS	Cumulative Number of Level 2-18 employees with workplans developed	552	276	287	N/A	None	N/A	N/A	R0.00	R0.00	All	Consolidated list of Signed Workplans from IPMS section
MTID 1.4	To ensure 100% compliance with record management legislative framework	MTID 1.4.1 WS	Number of documents submitted by Water services per annum	400	200	438	Achieved	None	There were more documents submitted than targeted	N/A	R0.00	R0.00	All	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes
MTID 2.1	To ensure 100% implementation of Human Resources Plan and Strategy	MTID 2.1.6 WS	Percentage compliance of Water Services with leave management policy	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report on Leave Compliance analysis to MANCO/Ext MANCO Minutes
		MTID 2.1.7 WS	Percentage compliance of Water Services with Hours of Work Policy on Overtime	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	System Report to Manco/ Extended MANCO and minutes
		MTID 2.1.8 WS	Number of consequence management reports submitted to Management Committee (MANCO) per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	All	Quarterly reports to MANCO

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
BASIC SERVICE DELIVERY														
BSD 1.3	To ensure that wards with interrupted water supply / with no access are provided interim supply through water tankering	BSD 1.3.1	Number of Litres of water delivered via water tankers	120,000,000	60 000 000	124 587 000	Achieved	64 587 000	Increased demand due emergencies and breakages.	N/A	R5,150,000.00	R5,749,209.96	Water Services Operations	Consolidated Delivery register for all areas, quarterly Water Manco Report showing litres delivered and summary report
BSD 1.4	To ensure that rural wards with interrupted water supply / with no access are provided access through emergency boreholes	BSD 1.4.1	Number of boreholes installed	60	N/A	N/A	N/A	N/A	N/A	N/A	R30,185,282.80	R0.00	Project Management Unit	Business plan and happy letters
BSD 2.1	To ensure compliance with access to quality drinking water standards	BSD 2.1.1	Percentage of compliance to quality drinking water standards	99%	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Water Resource Management	Independent water quality report
		BSD 2.1.2	Number of reservoirs cleaned per annum	8	3	11	Achieved	9	Use of internal personnel to clean other reservoirs.	N/A	R2,794,521.00	R1,007,312.14	Water Resource Management	Practical Completion Certificate and consolidated list of cleaned reservoirs

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
BSD 2.2	To ensure sanitation effluent quality compliance with general authorizations for sanitation services	BSD 2.2.1	Percentage of sanitation effluent quality compliance with general authorizations for sanitation services	70 - 75%	70 - 75%	72%	Achieved	None	N/A	N/A	R5,186,256.00	R2,581,954.04	Water Resource Management	Independent wastewater quality report
		BSD 2.2.2	Number of Wastewater Risk Abatement plans reviewed per annum	10	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Water Resource Management	Wastewater Risk Abatement plans reviewed and Manco Resolution
BSD 2.3	To reduce Non-Revenue Water (NRW) by volume	BSD 2.3.1	Percentage Reduction of Non-Revenue Water (NRW)	0.5%	N/A	N/A	N/A	N/A	N/A	N/A	R1,296,564.00	R0.00	Water Resource Management	Annual Water balance report noted by Manco
BSD 3.1	To ensure mega litres increase in the capacity of water supply system	BSD 3.1.2	Number of mega litres capacity increase of the water supply system through the construction of the Vulamehlo Cross-Border Water Scheme project	2.5 Mega Litres / Day	N/A	N/A	N/A	N/A	N/A	N/A	R382,626,275.81	R0.00	Project Management Unit	Project Business plans and Practical Completion Certificate

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		BSD 3.1.3	Number of mega litres capacity increase of the water supply system through the construction of the Umzimkhulu Bulk Water Augmentation Scheme Stage One Award Adjustment project	10 Mega Litres / Day	N/A	N/A	N/A	N/A	N/A	N/A	R139,752,403.03	R0.00	Project Management Unit	Project Business plans and Practical Completion Certificate
BSD 3.2	Ensure mega litres increase in the capacity of water supply systems storage	BSD 3.2.3	Number of mega litres capacity increase of the water supply system storage through the construction of the Malangeni Low Cost Housing Project Stage 2	2 Mega Litres / day	N/A	N/A	N/A	N/A	N/A	N/A	R254,567,372.40	R0.00	Project Management Unit	Project Business plans and Practical Completion Certificate

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		BSD 3.2.4	Number of mega litres capacity increase of the water supply system storage through the construction of the KwaXolo Water Supply - Bulk Supply (AFA) MIS 229750 project	5 Mega Litres / Day	N/A	N/A	N/A	N/A	N/A	N/A	R61,106,000.00	R0.00	Project Management Unit	Project Business plans and Practical Completion Certificate
BSD 4.1	To maintain, repair, replace and refurbish aging infrastructure	BSD 4.1.1	Turnaround time taken to repair Water pipeline	24hrs	24hrs	2h34	Achieved	21h26	Availability of additional personnel and availability of materials at stores.	N/A	R0.00	R0.00	Water Services Operations	System report and calculation sheet, Water Manco report
BSD 5.1	To ensure mega litres per day increase in the capacity of waste water treatment works	BSD 5.1.1	Number of waterborne sewer pipeline installed through the Margate Extension 3 & 7 Sanitation Scheme - Ward 6 project.	14.8 kms	N/A	N/A	N/A	N/A	N/A	N/A	R109,482,118.86	R0.00	Project Management Unit	Project Business plans and Practical Completion Certificate

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		BSD 5.1.4	Number of mega litres / day increase in the capacity of waste water treatment works through the Pennington Waterborne Sanitation Phase 3 project.	4.5 Mega Litres / day	N/A	N/A	N/A	N/A	N/A	N/A	R31,000,000.00	R0.00	Project Management Unit	Project Business plans and Practical Completion Certificate
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
GGPP 1.1	To ensure 100% functionality of Council and Council Committees	GGPP 1.1.11 WS	Percentage of Full Council resolutions implemented	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report to MANCO / Ext MANCO Signed Extract
GGPP 1.2	To ensure policies are developed / reviewed	GGPP 1.2.50	Water and Sanitation Services Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.51	Water Tariffs Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.52	Illegal and Unauthorized Water Services Connections Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.53	Boreholes and Package Plants Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.54	Operations and Maintenance Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT														
MFVM 2.1	To ensure 100% implementation of Revenue Management System (RMS)	MFVM 2.1.8	Number of meters installed and replaced	500	100	358	Achieved	258	Availability of additional capacity to install and replace meters.	N/A	R7,718,450.00	R633,636.27	Water Resource Management	Meter register showing new installations and meters replaced and Manco Report
MFVM 3.1	To ensure 100% implementation of supply chain management policy, Quarterly Manco report	MFVM 3.1.1 WS	Number of vendor performance reports submitted to Supply Chain Management unit	4	2	5	Achieved	3	The department has started reporting on a monthly basis instead of quarterly for improved performance.	N/A	R0.00	R0.00	All	Email showing submission of vendor performance to SCM
MFVM 3.3	To ensure 100% expenditure on capital budget	MFVM 3.3.1	Cumulative percentage expenditure on WSIG capital budget per transferred amount	100%	50%	72%	Achieved	22%	Capital projects ahead of schedule.	N/A	R70,000,000.00	R50,553,618.97	Project Management Unit	Certificate of expenditure with full calculations from UGU Treasury Department

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MFVM 3.3.2	Cumulative percentage expenditure on MIG capital budget per transferred amount	100%	50%	106%	Achieved	56%	Capital projects ahead of schedule.	N/A	R287,626,000.00	R182,126,068.87	Project Management Unit	Certificate of expenditure with full calculations from UGU Treasury Department
MFVM 3.4	To ensure 100% expenditure on maintenance budget	MFVM 3.4.1	Cumulative percentage of budget spent on mechanical and engineering aging infrastructure replacement - Sanitation	100%	30%	65%	Achieved	35%	More work has been done that what was initially planned.	N/A	R3,204,906.00	R2,098,145.52	Mechanical and Electrical	Expenditure report with full calculations and POE (Approved invoices) submitted to Water Manco
		MFVM 3.4.2	Cumulative percentage of budget spent on mechanical and engineering aging infrastructure replacement - Water	100%	30%	67%	Achieved	37%	More work has been done that what was initially planned.	N/A	R1,595,470.00	R1,067,646.12	Mechanical and Electrical	Expenditure report with full calculations and POE (Approved invoices) submitted to Water Manco

ANNEXURE C: ECONOMIC DEVELOPMENT AND ENVIRONMENTAL SERVICES DEPARTMENTAL SCORECARD MID-YEAR REPORTING TEMPLATE

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
MTID 1.3	To ensure 100% implementation of IPMS for level 2 to 18	MTID 1.3.1 EDES	Cumulative Number of Level 2-18 employees with workplans developed	31	16	28	Achieved	12	The department implemented for all level 2 to 18 in 1 quarter instead of 2 quarters.	N/A	R0.00	R0.00	All	Consolidated list of Signed Workplans from IPMS section
MTID 1.4	To ensure 100% compliance with record management legislative framework	MTID 1.4.1 EDES	Number of documents submitted in compliance to Departmental records management by EDES per annum	400	200	467	Achieved	None	There were more documents submitted for filing that targeted	N/A	R0.00	R0.00	All	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes
MTID 2.1	To ensure 100% implementation of Human Resources Plan and Strategy	MTID 2.1.6 EDES	Percentage compliance of EDES with leave management policy	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report on Leave Compliance analysis to MANCO/Ext MANCO
		MTID 2.1.7 EDES	Percentage compliance of EDES with Hours of Work Policy on Overtime	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	System Report to Manco/ Extended MANCO and minutes
		MTID 2.1.8 EDES	Number of consequence management reports submitted to Management Committee (MANCO) per annum	4	1	2	Achieved	None	N/A	N/A	R0.00	R0.00	All	Consequence Management report to Manco and Extract noting report

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
LOCAL ECONOMIC DEVELOPMENT														
LED 1.1	To facilitate growth and development of the district economy through developing an inclusive economy.	LED 1.1.1	Number of inclusive economy programmes coordinated and/or supported per annum (Informal, Rural, Township, Green, Oceans Economy and Small Town Development)	6	3	3	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Progress Report to Portfolio Committee on inclusive economy programmes coordinated and/or supported (Informal, Rural, Township, Green, Oceans Economy and Small Town Development). Portfolio Committee Resolution
LED 1.2	To facilitate growth and development of the district economy through building a diverse and innovative economy.	LED 1.1.2	Number of sectors coordinated and/or supported (Agriculture/Forestry/Fisheries , Manufacturing, Trade, Mining and Tourism)	5	3	3	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly report to Portfolio Committee on economic sectors coordinated and/or supported (Agriculture/Forestry/Fisheries , Manufacturing, Trade, Mining and Tourism). Portfolio Committee Resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
LED 1.3	To facilitate growth and development of the district economy through enabling enterprise development and support.	LED 1.1.3	Number of SMMEs supported	40	20	40	Achieved	20	Partnerships with different stakeholders.	N/A	R0.00	R0.00	Economic Development and Environmental Services	Close out report on SMMEs supported submitted to Portfolio with resolution
LED 1.4	To facilitate growth & development of the district economy through using Council-owned municipal assets to stimulate economic activity.	LED 1.1.4	Number of Council Owned Strategic LED Assets managed (Horseshoe Farm, Ugu Sports and Leisure, Woodgrange Farm)	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Portfolio Committee report on Council Owned Strategic LED Assets managed (Horseshoe Farm, Ugu Sports and Leisure, Woodgrange Farm) Portfolio Committee Resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
LED 1.5	To facilitate growth &development of the district Economy through improving economic governance and infrastructure	LED 1.1.5	Number of Quarterly Reports including the following aspects: Improving LED planning, management and administrative capacity; Strengthening LED SPV (SCTIE). Ease of doing business/red tape reduction and BARE. Bi-Annual state of the District Economy Report. Economic Recovery Strategy Review.	4	2	2	None	N/A	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee including the following aspects: Improving LED planning, management and administrative capacity; Strengthening LED SPV (SCTIE), , Ease of doing business/red tape reduction and BARE. Bi-Annual state of the District Economy Report. Economic Recovery Strategy Review. Portfolio Committee Resolution
LED 5.1	To enhance measures to reduce community exposure to diseases and health risk	LED 5.1.1	Number of water samples taken	1000	500	618	Achieved	118	More water sampling occurred to mitigate risks and ensure safety within the district which resulted in the variance	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly progress report on total number of water samples and Portfolio resolution noting report

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 5.1.2	Number of Food Premises Inspected	1200	600	739	Achieved	139	There were more inspections conducted to ensure compliance and public safety	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly progress report on total Number of Food Premises Inspected and Portfolio resolution noting report
		LED 5.1.3	Number of Non- Food Premises Inspected	300	150	181	Achieved	31	There were more inspections conducted to ensure compliance and public safety	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly progress report on total Number of Non-Food Premises Inspected and Portfolio resolution noting report
		LED 5.1.4	Number of Reports on Communicable/Notifiable disease investigations	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Report on Communicable/Notifiable disease investigations conducted submitted to Portfolio with PC Resolution noting report
		LED 5.1.6	Number of Health & Hygiene education Sessions held	200	100	108	Achieved	8	There were more sessions held to promote awareness on health and hygiene	N/A	R0.00	R0.00	Economic Development and Environmental Services	Quarterly Report on total number of Environmental health Education and Awareness conducted submitted to Portfolio with PC resolution noting report

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
GGPP 1.1.1	To ensure 100% functionality of Council and Council Committees	GGPP 1.1.11 EDES	Percentage of Full Council resolutions implemented	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report to MANCO / Ext MANCO Signed Extract
GGPP 1.2	To ensure policies are developed / reviewed	GGPP 1.2.49	Ugu Sports and Leisure Policy reviewed	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00		Economic Development and Environmental Services	Council resolution
GGPP 1.7	To ensure Inter Governmental Relations (IGR) structures are in place and functional	GGPP 1.7.18	Number of coastal management committee meetings held per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Attendance register, Agenda and minutes
		GGPP 1.7.19	Number of LED Forums Held per annum	2	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Attendance register, Agenda and minutes
		GGPP 1.7.20	Number of Air Quality Management Forums meetings held per annum	2	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Attendance register, Agenda and minutes

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.7.21	Number of Biodiversity Forum meetings held per annum	2	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Attendance register, Agenda and minutes
		GGPP 1.7.22	Number of Environmental Education and Awareness Forum meetings held per annum	4	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Attendance register, Agenda and minutes
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT														
MFVM 3.1	To ensure 100% implementation of supply chain management policy	MFVM 3.1.1 EDES	Number of vendor performance reports submitted to Supply Chain Management unit	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	All	Email showing submission of vendor performance to SCM
CROSS CUTTING INTERVENTIONS														
CCI 1.2	To ensure implementation of environmental management programmes / projects	CCI 1.2.1	Number of Calendar days observed / commemorated per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Program and attendance register

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
	implemented per annum	CCI 1.2.2	Number of Eco green Office workshops/interventions	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Awareness material circulated and copy of email list
		CCI 1.2.3	Number of Environmental Management Projects (EMPr) Implemented in line with EMPr	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Quarterly compliance report to Portfolio
		CCI 1.2.4	Number of Facilities with atmospheric emissions licenses monitored	20	10	11	Achieved	1	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Correspondences
		CCI 1.2.5	Number of Ambient Air Quality Monitoring reports	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Quarterly ambient air quality report
		CCI 1.2.6	Number of Air Quality and Indoor Monitoring Plans Developed	1	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Copy of Plan and Manco Resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		CCI 1.2.7	Number of implementation reports on Air Quality and Indoor Monitoring Plans	3	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee and Resolution
		CCI 1.2.8	Number of Reports on environmental compliance and status of spillages	12	6	6	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Monthly report to Manco and Manco resolution
		CCI 1.2.9	Number of Stakeholder Meetings on Ugu environmental compliance	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Quarterly Report to Manco and Manco Resolution
		CCI 1.2.10	Number of District Waste Management Monitoring inspections conducted	2	1	1	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee and Resolution
		CCI 1.2.11	Number of Quarterly reports on district mainstreaming of climate change and implementation of the Adaptation Plan	4	2	2	Achieved	None	N/A	N/A	R0.00	N/A	Economic Development and Environmental Services	Quarterly Report to Portfolio Committee and Resolution

ANNEXURE D: BUDGET AND TREASURY OFFICE DEPARTMENTAL SCORECARD MID-YEAR REPORTING TEMPLATE

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
MTID 1.3	To ensure 100% implementation of IPMS for level 2 to 18	MTID 1.3.1 BTO	Cumulative Number of Level 2-18 employees with workplans developed	133	133	133	Achieved	None	N/A	N/A	R0.00	R0.00	All	Consolidated list of Signed Workplans from IPMS section
MTID 1.4	To ensure 100% compliance with record management legislative framework	MTID 1.4.1 BTO	Number of documents submitted in compliance to Departmental records management by BTO per annum	400	200	2935	Achieved	2735	There were more documents submitted than targeted	N/A	R0.00	R0.00	All	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes
MTID 2.1	To ensure 100% implementation of Human Resources Plan and Strategy	MTID 2.1.6 BTO	Percentage compliance of the BTO department with leave management policy	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report on Leave Compliance analysis to MANCO/Ext MANCO Minutes
		MTID 2.1.7 BTO	Percentage compliance of BTO with Hours of Work Policy on Overtime	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	System Report to Manco/ Extended MANCO and minutes
		MTID 2.1.8 BTO	Number of consequence management reports submitted to Management Committee (MANCO) per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	All	Quarterly reports to MANCO

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
GGPP 1.1	To ensure 100% functionality of Council and Council Committees	GGPP 1.1.11 BTO	Percentage of Full Council resolutions implemented	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report to MANCO / Ext MANCO Signed Extract
GGPP 1.2	To ensure policies are developed / reviewed	GGPP 1.2.30	Asset Disposal policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.31	Asset Management policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.32	Borrowing policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.33	Budget policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.34	Cash, Banking and Investment policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.35	Cost Containment policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.36	Credit Control and Debt Collection by-law	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.37	Credit Control and Debt Collection policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.38	Expenditure and Payroll policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.39	Free Basic Water Services Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.40	Funding and Reserves policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.41	Indigent Support policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.42	Insurance Policy and Procedure for the Handling of Insurance Claims	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.43	Petty Cash policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.44	Standard Infrastructure Procurement and Delivery Management policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.45	Supply Chain Management policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.46	Unauthorised, Irregular, Fruitless and Wasteful Expenditure policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.47	Preferential Procurement policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		GGPP 1.2.48	Virement policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT														
MFVM 1.1	To ensure adoption of annual budgets by 31 May of each year	MFVM 1.1.1	Number of annual budgets adopted by 31 May of each year	1	N/A	N/A	N/A	N/A	NA	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		MFVM 1.1.2	Number of budget process plans adopted by 31 August of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
		MFVM 1.1.3	Number of draft annual budgets approved for public comments by 31 March of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
MFVM 1.2	To ensure approval of mid year performance assessments by 25 January of each year	MFVM 1.2.1	Number of Mid Year performance assessments approved by 25 January of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MFVM 1.3	To ensure adoption of budgets adjustments by 28 February of each year	MFVM 1.3.1	Number of budgets adjustments adopted by 28 February of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Council resolution
MFVM 1.4	To ensure preparation and submission of annual financial statements to Auditor General by 31 August of each year	MFVM 1.4	Number of annual financial statements prepared and submitted to Auditor General by 31 August of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Acknowledgement of Receipt from AG
MFVM 1.5	To ensure preparation and submission of consolidated financial statements to Auditor General by 30 September of each year	MFVM 1.5	Number of annual consolidated financial statements prepared and submitted to Auditor General by 30 September of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Acknowledgement of Receipt from AG
MFVM 1.6	To ensure submission of in-year financial reports	MFVM 1.6	Number of in-year financial reports submitted per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Data Strings Submission
MFVM 2.1	To ensure 100% implementation of Revenue Management System (RMS)	MFVM 2.1.1	Number of reports on implementation of billing system and revenue collection	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Revenue	Debt collection dashboard report

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MFVM 2.1.2	Number of cash book updates conducted per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Cash Management	Cash books
		MFVM 2.1.3	Number of General Ledger updates conducted per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Budget Planning and Monitoring, Financial Reporting and Income	Updated General Ledger
		MFVM 2.1.4	Number of Bank reconciliations	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Cash Management	Bank reconciliations
		MFVM 2.1.5	Number of Creditors Reconciliations	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Expenditure and Salaries	Creditors reconciliations
		MFVM 2.1.6	Number of Debtors Reconciliation Report	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Revenue	Debtors Reconciliation Report
		MFVM 2.1.7	Number of VAT 201 returns submitted	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Expenditure and Salaries	VAT Returns and SARS statement
MFVM 3.1	To ensure 100% implementation of supply chain management policy	MFVM 3.1.1 BTO	Number of vendor performance reports submitted to SCM	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Supply Chain Management	Email showing submission of vendor performance to SCM

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MFVM 3.1.2	Number of reports on adjudication of projects within 90 days of closing date	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Supply Chain Management	Reports on Adjudication of Projects within 90 days of closing date
		MFVM 3.1.3	Number of deviations and Unauthorised, Irregular, Fruitless and Wasteful (UIFW) expenditure registers submitted to COGTA per annum on a quarterly basis	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Supply Chain Management	Quarterly Deviations & UIFW expenditure register & email to COGTA
		MFVM 3.1.4	Number of Procurement Plans approved by 30 June of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Supply Chain Management	Copy of approved Procurement Plan
MFVM 3.2	To ensure payment of creditors within 30 days	MFVM 3.2.1	100% Compliance with creditors payment plan	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	Expenditure and Salaries	Payment Plan Register
		MFVM 3.2.2	Number of salary payment cycles per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Expenditure and Salaries	Monthly Salary Payment Report

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MFVM 3.2.3	Number of third-party payment cycles per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Expenditure and Salaries	Monthly Deductions Payment Report
MFVM 4.1	To ensure a GRAP compliant asset register	MFVM 4.1	Number of GRAP compliant asset register updates per annum	12	6	6	Achieved	None	N/A	N/A	R0.00	R0.00	Asset Management	Updated Assets Register and Asset Verification Plan

ANNEXURE E: CORPORATE SERVICES DEPARTMENTAL SCORECARD MID-YEAR REPORTING TEMPLATE

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
MTID 1.1	To ensure 100% functionality internal Information and Communication Technology (ICT)	MTID 1.1.1	Number of reports for the Implementation of the ICT Digital Strategy Year 4 Goals	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Information and Communication Technology	Progress Report to ICT Steering Committee ICT Digital Strategy Implementation Plan Minutes of the ICT Steering Committee
		MTID 1.1.2	Number of Data Management Programs implemented per annum	4	2	2	Achieved	None	N/A	N/A	R54,024.00	R0.00	Information and Communication Technology	Progress Report to ICT Steering Committee Data Analytics: SCADA, CRM, Dashboard on Intranet Data Service Delivery: SCADA Roadmap, Year 4 Goals, Draft Data Strategy and Draft AI Strategy Smart APP's: Citizen APP, WHATSAPP for Business & CHATBOT Internal Data Awareness Road Shows Minutes of ICT Steering committee
		MTID 1.1.3	Number of reports on ICT Continuity and Network Service Delivery	4	2	2	Achieved	None	N/A	N/A	R2,841,637.00	R934,446.66	Information and Communication Technology	Progress Report to ICT Steering Committee Continuity: Backups, Restores, Offsites backups, DRP and DRP SOP Review , DRP Test Network Service Delivery: Network Availability, APN , NAC, VLANS, Telephony, LAN, Internet Use, Server OS, and DB Version Management Minutes of ICT Steering committee

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 1.1.4	Number of reports on ICT Operations Service Delivery and ICT Facilities Maintenance Plan	4	2	2	Achieved	None	N/A	N/A	R5,207,866.00	R12,103,970.23	Information and Communication Technology	Progress Report to ICT Steering Committee Operations Service Delivery: Analysed ICT Services Desk Logs, Licences and agreements for systems, Device Allocation Statistics and New Lease Implementation ICT Facilities: Maintenance Plan Minutes of ICT Steering committee
		MTID 1.1.5	Number of reports on ICT Websites Service Delivery and Digital Transformation	4	2	2	Achieved	None	N/A	N/A	R16,207.00	R0.00	Information and Communication Technology	Progress Report to ICT Steering Committee Website Service Delivery: S75, Regulation 80, Website analytics, Website Champions Task Team Intranet Service Delivery: Intranet Refresh & Dashboard with Data Analytics Digital Transformation: Champions Task Team, ICT Capacitation sessions, Training of employees, AI Awareness and Promotion in Operations Minutes of ICT Steering committee

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 1.1.6	Number of ICT Cybersecurity programmes	4	2	2	Achieved	None	N/A	N/A	R378,165.00	R667,257.60	Information and Communication Technology	Progress Report to ICT Steercom including;ICT Cybersecurity: Annual Plan with milestonesCybersecurity Awareness Campaigns,Change Controls, Patch Management, Simulations,Implementation of the Cybersecurity Strategy,MFA, Vulnerability Assessment and Penetration TestMinutes of ICT Steering committee
		MTID 1.1.7	Number of Data protection programmes	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Information and Communication Technology	Progress Report to ICT Steercom including; Data Protection Programs: MS Teams Usage by Departments Awareness of Teams and OneDrive POPIA Controls Minutes of ICT Steering committee
		MTID 1.1.8	Number of ICT Facilities and Infrastructure Resource Projects implemented	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Information and Communication Technology	Progress Report to ICT Steering Committee ICT Infrastructure Refresh: Switches, AP's, Boardroom Projectors, Backup Storage and Peripheral items Minutes of the ICT Steering committee

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 1.1.9	Percentage compliance to ICT Governance and Policy Implementation	100%	50%	51%	Achieved	1%	The variance is not materialistic.	N/A	R0.00	R0.00	Information and Communication Technology	Progress Report to ICT Steering Committee on ICT Governance and ICT Policy Implementation Minutes of the ICT Steering Committee
MTID 1.3	To ensure 100% implementation of IPMS for level 2 to 18	MTID 1.3.1 CS	Cumulative Number of Level 2-18 employees with workplans developed	137	69	100	Achieved	31	The department implemented for more employees that anticipated due to improved capacity.	N/A	R0.00	R0.00	All	Consolidated list of Signed Workplans from IPMS section
MTID 1.4	To ensure 100% compliance with record management legislative framework	MTID 1.4.1 CS	Number of documents submitted by CS per annum	400	200	1547	Achieved	1347	High volume or organizational filling	N/A	R0.00	R0.00	All	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes
		MTID 1.4.2	Number of POPIA Awareness conducted per annum	4	2	4	Achieved	2	Need to educate larger group	N/A	R0.00	R0.00	Administration and Auxiliary Services	Attendance register and or screenshot of electronic awareness conducted
		MTID 1.4.3	Percentage of tenders filed (Z20) as per the checklist	80%	80%	96%	Achieved	16%	Larger number of tenders advertised and awarded	N/A	R0.00	R0.00	Administration and Auxiliary Services	Completed checklist and signed verification by Manager SCM and GM Corporate Services
		MTID 1.4.4	Number of Inspections conducted by the Department of Sports, Arts & Culture	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Attendance register and inspection report from Department of Sports, Arts & Culture

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MTID 1.5	To ensure that municipal buildings are maintained and comply with the occupational health and safety	MTID 1.5.1	Number of reports compiled on facilities management	4	2	2	Achieved	None	N/A	N/A	R6 280 940.00	R 1 024 234.29	Corporate Services	Quarterly report / extract to Extended Manco or Manco
	To ensure that Base Telecommunications Stations Contracts are co-ordinated and managed effectively	MTID 1.5.2	Number of Quarterly status reports submitted	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Quarterly report / extract to Extended Manco or Manco
MTID 1.6	Security Services Management	MTID 1.6.1	Number of Security Reports analysed and submitted to Manco	4	2	2	Achieved	None	N/A	N/A	R21,054,230.00	R26,208,282,03	Corporate Services	Security Services Analysis Report to Manco/Extended / Portfolio Extract of Minutes
	To improve security measures and strengthen awareness	MTID 1.6.2	Number of security awareness programmes conducted	8	4	4	Achieved	None	N/A	N/A	R0.00	R0.00	Corporate Services	Attendance register, Agenda, Screen grab of electronic awareness
	Strengthening security measures & response	MTID 1.6.3	Number of reports submitted on CCTV control room analysis	4	2	2	Achieved	None	N/A	N/A	R540,235.00	R0.00	Corporate Services	Quarterly report / extract to Extended Manco or Manco
MTID 1.7	To ensure 100% implementation of fleet management system	MTID 1.7.1	Number of Fleet Maintenance Plans approved by 30 September of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Fleet	Minutes/Extract of Portfolio/Manco
		MTID 1.7.2	Percentage implementation of maintenance plan	100%	100%	100%	Achieved	None	N/A	N/A	R5,150,000.00	R1,600,894.40	Fleet	Progress report Fleet Operations submitted to Manco/ CS Portfolio of implementation plan.

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 1.7.3	Number of fleet replacement plans approved by 30 September of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Fleet	Minutes/Extract of Portfolio/Manco adopting fleet replacement plan
		MTID 1.7.4	Number of fleet licensing plans approved by 30 September of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Fleet	Minutes/Extract of Portfolio/Manco adopting fleet licencing plan
		MTID 1.7.5	Percentage implementation of fleet vehicle licensing plan	100%	100%	100%	Achieved	None	N/A	N/A	R2,268,987.00	R351,384.00	Fleet	Progress report Fleet Operations submitted to Manco/ CS Portfolio of implementation plan.
		MTID 1.7.6	Percentage availability of service delivery vehicles	70%	70%	71%	ACHIEVED	1%	The variance is not materialistic.	N/A	R0.00	R0.00	Fleet	Confirmation report signed by SNR Manager WS.
		MTID 1.7.7	Number of driver's licenses and PDP verifications conducted by 30 June of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Fleet	Progress report Fleet Operations submitted to Manco/ CS Portfolio of implementation plan.
		MTID 1.7.8	Number of fleet management committee meetings coordinated	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Fleet	Progress report Fleet Operations submitted to Manco/ CS Portfolio of implementation plan.
MTID 2.1	Percentage implementation of Human Resources Plan and Strategy	MTID 2.1.1	Percentage Compliance on the appointment of Middle Management (Post Levels 00 - 06)	45%	42%	48.2 %	Achieved	6%	The variance is not materialistic.	N/A	R0.00	R0.00	Human Resource Management	Progress Report to EXT MANCO /MANCO /HR & SOUND Portfolio

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 2.1.2	Number of Workshops on Organizational Culture conducted (Different Subjects) per annum	4	2	2	Achieved	N/A	None	N/A	R0.00	R0.00	Human Resource Management	Extract from Manco/Sound Governance PC noting Workshop has been conducted
		MTID 2.1.3	Number of Workshops on Labour Relations and Code of Conduct with employees per annum	4	2	6	Achieved	4	Additional workshops that were held	N/A	R432,188.00	R0.00	Human Resource Management	Extract from Manco/Sound Governance PC noting Workshop has been conducted
		MTID 2.1.4	Number of trainings conducted implementing the workplace skills plan per annum	5	2	2	Achieved	None	N/A	N/A	R1,123,689.00	R0.00	Human Resource Management	Training Report to EXT MANCO/MANCO/HRD Portfolio/HR & Sound Govt Portfolio – Number of Trainings Attendance Registers
		MTID 2.1.5	Number of Workshops / Programs on Talent Management Conducted per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Human Resource Management	Extract from Manco/Sound Governance PC noting Workshop has been conducted
		MTID 2.1.6 CS	Percentage compliance with leave management	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	Human Resource Management	Report on Leave Compliance analysis to MANCO/Ext MANCO Minutes
		MTID 2.1.7 CS	Percentage compliance with Municipal Hours of Work Policy on Overtime	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	Human Resource Management	System Report to Manco/ Extended MANCO and minutes

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 2.1.8 CS	Number of consequence management reports submitted to Management Committee (MANCO) per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Human Resource Management	Monthly reports to MANCO
		MTID 2.1.9	Number of Sourcing and Placement group Inductions done	2	1	2	Achieved	1	Induction was conducted in smaller, groups to ensure that attention is shared equally and for the impact purposes	N/A	R0.00	R0.00	Human Resource Management	Attendance register & Event Programme
MTID 2.2	To ensure 100% implementation of Employee Assistance Program (EAP)	MTID 2.2.1	Number of EAP Programs of the employee health and wellness implemented per annum	4	2	7	Achieved	5	Programs were conducted in smaller, groups to ensure that attention is shared equally and for the impact purposes	N/A	R162,071.00	R162, 071.00	Human Resource Management	Attendance register & Event Programme
MTID 2.3	To ensure 100% implementation of Occupational Health and Safety (OHS)	MTID 2.3.1	Percentage compliance with OHS Act as per checklist	70%	50%	50%	Achieved	None	N/A	N/A	R378,165.00	378,165,00	Human Resource Management	Checklist Compliance report to MANCO/Ext MANCO and Minutes

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
GGPP 1.1	To ensure 100% functionality of Council and Council Committees	GGPP 1.1.1	Percentage Compliance to the Rules of order of Council in terms of councillor attendance to meetings	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Report to MANCO / Ext MANCO Signed Extract
		GGPP 1.1.2	Number of Council Committee meetings coordinated per annum	11	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.1.3	Number of EXCO meetings coordinated per annum	11	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.1.4	Number of Finance Portfolio committee meetings coordinated	10	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.1.5	Number of Water and Sanitation Portfolio committee meetings coordinated	10	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.1.6	Number of Sound Governance and Human Resource Portfolio committee meetings coordinated	10	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.1.7	Number of LED, Special Programmes and Youth Development Portfolio committee meetings coordinated	10	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.1.8	Number of Rules and Ethics Committee meetings coordinated	2	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Administration and Auxiliary Services	Copy of email showing coordination, copy of Agenda/Attendance register
		GGPP 1.1.11 CS	Percentage of Full Council resolutions implemented	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report to MANCO / Ext MANCO Signed Extract
		GGPP 1.1.12	Percentage Compliance to Council meeting Attendance by participating leaders (recognised traditional and/or Khoi-San leaders)	50%	50%	50%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report to MANCO / Ext MANCO Signed Extract
GGPP 1.2	To ensure policies are developed / reviewed	GGPP 1.2.12	Number of annual reviews of Death of staff member policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.13	Number of annual reviews of Internship policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.14	Number of annual reviews of Disciplinary policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.15	Number of annual reviews of ICT Operations Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.16	Number of annual reviews of ICT Security Controls Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.17	Number of annual reviews of ICT User Management Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.18	Number of annual reviews of ICT Return on Investment (ROI) Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.19	Number of annual reviews of Staff Termination Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.20	Number of annual reviews of Subsistence & Travel Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.21	Number of annual reviews of Car Allowance Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.22	Number of annual reviews of Internal Bursary Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.23	Number of annual reviews of Training and Development Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.24	Number of annual reviews of Recruitment and Selection Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.25	Number of annual reviews of Acting Allowance Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.26	Number of annual reviews of Individual Performance Management Policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.27	Number of annual reviews of Talent Management, Succession Planning and Staff retention Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.28	Number of annual reviews of Occupational Health and Safety Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
		GGPP 1.2.29	Number of annual reviews of Homeowners and Rental Allowance Policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	All	Council Resolution
GGPP 1.7	To ensure Inter Governmental Relations (IGR) structures are in place and functional	GGPP 1.7.13	Number of District Disaster Management Advisory Forum (DDMAF) meetings Coordinated	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Attendance Register & Resolution Register
		GGPP 1.7.14	Number of Coordinated District Practitioners Forums	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Resolution Register
		GGPP 1.7.15	Number of Coordinated Post Disaster Management Forums	4	2	1	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Attendance Register & Resolution Register
		GGPP 1.7.16	Number of District Fire and Services Forum meetings coordinated	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Attendance Register & Resolution Register
		GGPP 1.7.17	Number of Ward Based Committee meetings coordinated	8	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Agenda, Minutes & Attendance Register

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT														
MFVM 3.1	To ensure 100% implementation of supply chain management policy	MFVM 3.1.1CS	Number of vendor performance reports submitted to Supply Chain Management unit	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	All	Email showing submission of vendor performance to SCM
CROSS CUTTING INTERVENTIONS														
CCI 1.1	To ensure 100% implementation of Disaster Risk Management Plan	CCI 1.1.1	Number of IDDR commemorated per annum	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Program and attendance register
		CCI 1.1.2	Turnaround time to respond to reported incidents	8 hours	8 hours	8 hours	Achieved	None	N/A	N/A	R4,710,705.00	R630,300.00	Disaster Management and Fire Services	Submission of Progress reports / Assessment forms
		CCI 1.1.3	Number of monthly incident statistics reports submitted per annum	8	4	4	Achieved	None	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Monthly Incidents to Portfolio Committee/ DDMAF/ MANCO
		CCI 1.1.4	Number of Fire Safety Inspections conducted in buildings per annum	48	24	63	Achieved	39	Implemented to reach broader population and enhancing safety outcomes.	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF/PORTFOLIO COMMIITTEE with Inspection forms

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		CCI 1.1.5	Number of Households inspections conducted per annum	750	350	448	Achieved	98	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF/PORTFOIO COMMIITTEE with Inspection forms
		CCI 1.1.6	Number of Event Safety Management plans prepared per annum	8	4	13	Achieved	9	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to DDMAF/MANCO/PORTFOIO COMMIITTEE with Event Safety Plans Developed
		CCI 1.1.7	Number of Basic Fire Safety Training conducted per annum	20	10	18	Achieved	8	Implemented to reach broader population and enhancing safety outcomes	N/A	R464,734.00	R464,734.00	Disaster Management and Fire Services	Report to Manco / DDMAF with Attendance Registers
		CCI 1.1.8	Number of Fire Safety Awareness conducted per annum	20	10	38	Achieved	28	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF with Attendance Registers

IDP	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	POE
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		CCI 1.1.9	Number of Fire Safety Workshops conducted per annum	20	10	18	Achieved	8	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF with Attendance Registers
		CCI 1.1.10	Number of Disaster Risk Assessment and Mapping conducted per annum	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to DDMAF/ MANCO
		CCI 1.1.11	Number of Disaster Risk Management Workshops conducted per annum	20	10	19	Achieved	9	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF with Attendance Registers
		CCI 1.1.12	Number of Disaster Risk Management Trainings conducted per annum	20	10	21	Achieved	11	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF with Attendance Registers
		CCI 1.1.13	Number of Disaster Risk Management Awareness's conducted per annum	20	10	28	Achieved	18	Implemented to reach broader population and enhancing safety outcomes	N/A	R0.00	R0.00	Disaster Management and Fire Services	Report to Manco / DDMAF with Attendance Registers

ANNEXURE F: OFFICE OF THE MUNICIPAL MANAGER DEPARTMENTAL SCORECARD MID-YEAR REPORTING TEMPLATE

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
MTID 1.2	To ensure 100% implementation of Organisational Performance Management System (OPMS) policy and procedural manual	MTID 1.2.1	Number of SDBIPs signed and approved by the mayor 28 days after Municipal budget adoption	1	N/A	N/A	N/A	None	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Mayor's approval letter
		MTID 1.2.2	Number of quarterly performance reviews held per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Attendance Register, minutes and Agenda
		MTID 1.2.3	Number of Signed S54 and 56 Performance Contracts by the 31 July of each year	5	5	5	Achieved	None	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Copies of signed performance agreements
MTID 1.3	To ensure 100% implementation of IPMS for level 2 to 18	MTID 1.3.1 OMM	Cumulative Number of Level 2-18 employees with workplans developed	112	56	62	Achieved	None	N/A	N/A	R0.00	R0.00	All	Consolidated list of Signed Workplans from IPMS section
MTID 1.4	To ensure 100% compliance with record management legislative framework	MTID 1.4.1 OMM	Number of documents submitted by the Office of the Municipal Manager per annum	400	200	400	Achieved	200	There were more documents submitted to registry than targeted	N/A	R0.00	R0.00	All	Progress Report of file plan usage, EDMS to Manco/Extended MANCO/ Portfolio Extract of Minutes
MTID 2.1	To ensure 100% implementation of Human Resources Plan and Strategy	MTID 2.1.6 OMM	Percentage compliance of the Office of the Municipal Manager with leave management policy	100%	100%	100%	Achieved	None	NA	NA	R0.00	R0.00	All	Report on Leave Compliance analysis to MANCO/Ext MANCO Minutes

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		MTID 2.1.7 OMM	Percentage compliance of the Office of the Municipal Manager with Hours of Work Policy on Overtime	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	System Report to Manco/ Extended MANCO and minutes
		MTID 2.1.8 OMM	Number of consequence management reports submitted to Management Committee (MANCO) per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	All	Quarterly reports to MANCO
LOCAL ECONOMIC DEVELOPMENT														
LED 1.6	To ensure that Social / Economic Statistics / Database reports are circulated / uploaded on website / intranet	LED 1.6.1	Number of Social / Economic Statistics / Database reports circulated / uploaded on website / intranet	4	2	5	Achieved	3	Additional statistical release reports were circulated over the above the actual Socio-Economic Indicators Statistical Report, which resulted in the variance.	N/A	R0.00	R0.00	Policy and Research	Social/Economic Statistics/Database Report Circulated/Uploaded on Intranet/Website

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
LED 2.1	To ensure jobs are created through the EPWP	LED 2.1.1	Number of jobs created through the EPWP	250	250	1040	Achieved	790	More work opportunities were created through the grant allocation we received from National Department of Public works.	N/A	R13,966,000.00	R675,097,91	Special Programmes	Payment Register
LED 3.1	To ensure special programmes implementation	LED 3.1.1	Number of functional District Task Team (DTT) Meetings coordinated per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Special Programmes	Resolution Register and attendance register
		LED 3.1.2	Number of HIV/AIDS programmes implemented per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Special Programmes	Quarterly progress report to Portfolio Committee on HIV/AIDS programmes implemented and PC extract
		LED 3.1.3	Number of disability programmes implemented	4	2	5	Achieved	3	Partnerships with other stakeholders	N/A	R0.00	R0.00	Special Programmes	Quarterly progress report to Portfolio Committee on Disability programmes implemented and PC extract

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 3.1.4	Number of gender development programmes implemented	4	2	4	Achieved	2	Partnerships with other stakeholders	N/A	R0.00	R0.00	Special Programmes	Quarterly progress report to Portfolio Committee on Gender programmes implemented and PC extract
		LED 3.1.5	Number of senior citizens programmes implemented	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Special Programmes	Quarterly progress report to Portfolio Committee on Senior Citizen programmes implemented and PC extract
		LED 3.1.6	Number of rights of a child programmes implemented	4	2	5	Achieved	3	Partnerships with other stakeholders	N/A	R0.00	R0.00	Special Programmes	Quarterly progress report to Portfolio Committee on the Rights of the Child programmes implemented and PC extract
LED 4.1	To ensure youth development initiatives are implemented	LED 4.1.1	Number of training ETSD programmes supported per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Youth Development	Quarterly progress report to Portfolio Committee on Education, Training, and skills development programmes supported and PC extract
		LED 4.1.2	No. of substance abuse campaigns coordinated per annum	2	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Youth Development	Quarterly progress report to Portfolio Committee on Substance Abuse and Social ills programmes supported and PC extract

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		LED 4.1.3	Number of small businesses supported per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Youth Development	Quarterly progress report to Portfolio Committee on Youth Small business programmes Supported and PC extract
		LED 4.1.4	Number of youth programmes supported per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Youth Development	Quarterly progress report to Portfolio Committee on Youth programmes Supported and PC extract
LED 4.2	To ensure sport development initiatives are implemented	LED 4.2.1	Number of sport development programmes coordinated per annum	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Youth Development	Quarterly progress report to Portfolio Committee on sport development programmes coordinated and PC extract
GOOD GOVERNANCE AND PUBLIC PARTICIPATION														
GGPP 1.1	To ensure 100% functionality of Council and Council Committees	GGPP 1.1.9	Number of Municipal Public Accounts Committee (MPAC) meetings coordinated	4	2	3	Achieved	1	The variance is not materialistic.	N/A	R0.00	R0.00	Internal Audit and Risk Management	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.1.10	Number of audit committee meetings held per annum	4	2	4	Achieved	2	The variance is not materialistic.	N/A	R0.00	R0.00	Internal Audit and Risk Management	Proof of meeting coordination or Agenda with minutes and register
			Number of Performance audit committee meetings held per annum	4	2	3	Achieved	1	The variance is not materialistic.	N/A	R0.00	R0.00	Internal Audit and Risk Management	Proof of meeting coordination or Agenda with minutes and register

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.1.11 OMM	Percentage of Full Council resolutions implemented	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	All	Report to MANCO / Ext MANCO Signed Extract
GGPP 1.2	To ensure policies are developed / reviewed	GGPP 1.2.1	Number of annual reviews of Geographic Information Systems policy	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Development Planning	Council resolution
		GGPP 1.2.2	Number of annual reviews of Organisational Performance Management System Framework Policy and Procedural Manual	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Council resolution
		GGPP 1.2.3	Number of annual reviews of Risk Management policy	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Council resolution
		GGPP 1.2.4	Number of Fraud prevention Policies reviewed per annum	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Council resolution
		GGPP 1.2.5	Number of Batho Pele Policies reviewed per annum	1	1	1	Achieved	None	NA	NA	R0.00	R0.00	Communications and Customer Relations	Council resolution
		GGPP 1.2.6	Number of Policy Guides Reviewed per annum	1	N/A	N/A	N/A	None	N/A	N/A	R0.00	R0.00	Policy and Research	Copy of Policy Guide Reviewed and Uploaded on the Municipal Intranet

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.2.7	Number of Policy Management Policy and Procedure reviews per annum	1	N/A	NA	N/A	N/A	N/A	N/A	R0.00	R0.00	Policy and Research	Council Extract
		GGPP 1.2.8	Number of Policy Registers approved by 31 December each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Policy and Research	MANCO Extract Approving Report
		GGPP 1.2.9	Number of Policy Committee Meetings Coordinated	10	5	6	Achieved	1	Special meetings were convened over and above the scheduled meetings which resulted in the variance.	N/A	R0.00	R0.00	Policy and Research	Proof of Meeting Coordination or Committee Extracts/Minutes and Attendance Register
		GGPP 1.2.10	Number of Policy Awareness Campaigns Conducted	8	4	11	Achieved	7	There were additional campaigns held which resulted in the variance	N/A	R0.00		Policy and Research	Copy of Awareness Campaign Material
		GGPP 1.2.11	Percentage compliance with policy adherence and compliance	75%	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Policy and Research	Council Extracts of all reviewed policies and updated Policy Register

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
GGPP 1.3	To ensure 100% compliance to Litigation Risk Reduction Action Plan	GGPP 1.3.1	Percentage Compliance to Litigation Risk Reduction Action Plan	100%	100%	100%	Achieved	None	N/A	N/A	R0.00	R0.00	Legal Support Services	Extract from MANCO indicating receipt of report on % of risk reduction
		GGPP 1.3.2	Percentage compliance achieved as per the contractual obligations checklist	95%	95%	95%	Achieved	None	N/A	N/A	R0.00	R0.00	Legal Support Services	Extract from MANCO indicating receipt of report on % of contractual obligations checklist
		GGPP 1.3.3	Percentage compliance achieved as per the Municipal Legislative Compliance Checklist	95%	95%	95%	Achieved	None	NA	NA	R0.00	R0.00	Legal Support Services	Extract from MANCO indicating receipt of report on % of compliance
GGPP 1.4	To ensure 100% implementation of Internal Audit Plan	GGPP 1.4.1	Number of Annual Internal Audit Plan developed and approved by 30 September each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Audit Committee Minutes
		GGPP 1.4.2	Number of reports on the status of implementation of internal Audit Plan submitted to the Audit committee per annum	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Audit Committee Minutes

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.4.3	Number of Audit Committee Charters reviewed by 30 September each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Audit Committee Minutes
		GGPP 1.4.4	Number of Audit Internal Audit Charters reviewed by 30 September each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Audit Committee Minutes
		GGPP 1.4.5	Number of UIFWE investigation conducted per annum	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	UIFWE Investigation report
GGPP 1.5	Percentage implementation of Risk Management Policy	GGPP 1.5.1	Number of General Risk registers approved by 30 September each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Minutes from RMC
		GGPP 1.5.2	Number of Fraud Risk registers approved by 30 September each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Minutes from RMC
		GGPP 1.5.3	Number of Risk mitigation - Follow up reports submitted to the Risk Management Committee per annum	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Minutes from RMC

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.5.4	Number of Fraud Risk mitigation plan - Follow up reports submitted to the Risk Management Committee per annum	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Minutes from RMC
		GGPP 1.5.5	Number of Risk Management committee meetings held per annum	3	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Minutes from RMC
GGPP 1.6	To ensure Anti Fraud and Anti Corruption Strategy reviews conducted	GGPP 1.6.1	Number of the Anti Fraud and Anti Corruption Strategy reviews conducted	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Council resolution
	To ensure Anticorruption and awareness campaigns are co-ordinated	GGPP 1.6.2	Number of Anticorruption and awareness campaigns co-ordinated	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Internal Audit and Risk Management	Attendance register/Programme
GGPP 1.7	To ensure Inter Governmental Relations (IGR) structures are in place and functional	GGPP 1.7.1	Number of Political hub meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.2	Number of Technical hub meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of meeting coordination or Agenda with minutes and register

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.7.3	Number of Speakers Forum Meetings coordinated per annum	2	1	2	Achieved	1	The variance is not materialistic.	N/A	R0.00	R0.00	Public Participation	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.4	Number of Social Cluster meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.5	Number of Governance Cluster meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.6	Number of Economic Cluster meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.7	Number of Justice Cluster meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.8	Number of District Communicators Forum meetings coordinated per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Political Support	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.9	Number of District Public Participation Meetings coordinated per annum	4	2	2	Achieved	None	NONE	NONE	R0.00	R0.00	Public Participation	Proof of meeting coordination or Agenda with minutes and register

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.7.10	Number of District Development Planning Forum meetings coordinated per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Development Planning	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.11	Number of IDP Representative Forum meetings coordinated per annum	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Development Planning	Proof of meeting coordination or Agenda with minutes and register
		GGPP 1.7.12	Number of Batho Pele District Forum functional meetings coordinated	2	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Communications and Customer Relations	Proof of meeting coordination or Agenda with minutes and register
GGPP 1.8	To ensure adoption of Annual Reports by 31 March of each year	GGPP 1.8.1	Number of Annual reports tabled at Council by 31 January each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Council resolution
		GGPP 1.8.2	Number of Annual Reports adopted by 31 March of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Council resolution
		GGPP 1.8.3	Number of Annual Performance Reports submitted to AG by the 31 August of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Proof of submission to AG - email

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 1.8.4	Number of Oversight Report adopted by 31 March of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Corporate Strategy and Shared Services	Council resolution
GGPP 2.1	To ensure 100% implementation of the public participation strategy and plan	GGPP 2.1.1	Number of Mayoral Izimbizo facilitated per annum	18	18	18	Achieved	None	N/A	N/A	R0.00	R0.00	Public Participation	Proof of Imbizo coordination/ Programme/ Agenda/Report from community engagement
		GGPP 2.1.2	Number of IDP / BUDGET Roadshows facilitated per annum	18	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Public Participation	Proof of IDP/BUDGET road show coordination/ Programme/ Agenda/Report from community engagement
		GGPP 2.1.3	Number of Ward Committee Functionality Report	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	Public Participation	COGTA Functionality Report
		GGPP 2.1.4	Number of Meetings with Chair and secretaries of ward Committees coordinated	2	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Public Participation	Proof of meeting coordination or Agenda with minutes and register
GGPP 3.1	To ensure 100% implementation of the Integrated Complaints Management System (ICMS)	GGPP 3.1.1	Number of incoming calls answered	32000	1600	19428	Achieved	3428	Increased demand due to festive season.	NA	R0.00	R0.00	Communications and Customer Relations	System Generated electronic report
		GGPP 3.1.2	Number of ICMS reports analysed	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Communications and Customer Relations	Copy of the Analysis Report

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 3.1.3	Number of Front Desk Functionality Reports Generated	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Communications and Customer Relations	Copy of the Report signed by the Manager
		GGPP 3.1.4	Percentage of Escalated Complaints (OMM, SAHRC & Presidential) Resolved	95%	95%	100%	Achieved	5%	All complaints received were resolved, hence the 100% achievement instead of 95%	N/A	R0.00	R0.00	Communications and Customer Relations	Copy of the Report generated by the Office of the Premier
		GGPP 3.1.5	Number of Customer Satisfaction Surveys conducted per annum	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Policy and Research	Customer Satisfaction Survey Report submitted to Manco and Manco resolution
GGPP 3.2	To ensure 100% implementation of the Batho Pele Programme	GGPP 3.2.1	Number of Service Delivery Improvement Plan (SDIP) Developed	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Communications and Customer Relations	COPY of the SDIP & MANCO Extract approving SDIP
		GGPP 3.2.2	Number of Unannounced Visits Conducted	2	1	1	Achieved	None	NA	NA	R0.00	R0.00	Communications and Customer Relations	Unannounced Visits Report submitted to Manco with Manco resolution
		GGPP 3.2.3	Number of Batho Pele training sessions conducted	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Communications and Customer Relations	Attendance Register

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
		GGPP 3.2.4	Number of Municipal Service weeks awareness programmes conducted per annum	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Communications and Customer Relations	Close out report to Manco and Manco Resolution
GGPP 3.3	To ensure 100% of implementation of the Communication Strategy	GGPP 3.3.1	Number of Mayoral Radio slots conducted	2	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Office of the Municipal Manager	Confirmation letter from the Radio Station and Mayoral Notes
		GGPP 3.3.2	Number of Newsletters developed per annum	2	1	1	Achieved	None	NA	NA	R0.00	R0.00	Office of the Municipal Manager	Copy Of Newsletter
		GGPP 3.3.3	Number of Social Media Information updates circulated per annum	60	30	31	Achieved	1	The variance is not materialistic.	NA	R0.00	R0.00	Office of the Municipal Manager	Extracts/screenshots from Social Media site
		GGPP 3.3.4	Number of mainstream Media Monitoring analysis conducted per annum	4	2	2	Achieved	None	NA	NA	R0.00	R0.00	Office of the Municipal Manager	Copy of the Report on analysis of Mainstream Media interaction
		GGPP 3.3.5	Number of Press releases issued on the municipal Platforms per annum	16	8	8	Achieved	None	NA	NA	R0.00	R0.00	Office of the Municipal Manager	Copy of Press Statement

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT														
MFVM 3.1	To ensure 100% implementation of supply chain management policy	MFVM 3.1.1 OMM	Number of vendor performance reports submitted to Supply Chain Management unit	4	2	2	Achieved	None	N/A	N/A	R0.00	R0.00	All	Manco Resolution
CROSS CUTTING INTERVENTIONS														
CCI 2.1	To ensure 2022 / 2023 to 2026 / 2027 IDP reviews are adopted by Council	CCI 2.1.4	Number 2022 / 2023 to 2026 / 2027 IDP reviews adopted by Council no later than 30 June of each year	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Development Planning	Council resolution
		CCI 2.1.5	Number of IDP, Budget and PMS Process and Framework Plan for the 2022 / 2023 to 2026 / 2027 IDP reviews adopted by Council no later than 31 August of each year	1	1	1	Achieved	None	N/A	N/A	R0.00	R0.00	Development Planning	Council resolution
		CCI 2.1.6	Number 2022 / 2023 to 2026 / 2027 draft IDP reviews approved by Council for public participation no later than 31 March of each year.	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Development Planning	Council resolution

IDP Ref	Strategic Objective (SO)	SDBIP Ref	Key Performance Indicator	Annual Target	Mid-Year Targets and Actuals						Annual Budget and Expenditure		Responsible Section / Unit	
					Target	Actual	Achieved / Not Achieved	Variance	Reason for Variance	Remedial Actions	Budgeted	Spent		
CCI 2.2	To ensure 2017 to 2040 SDF reviews are adopted by Council	CCI 2.2.2	Number of 2017 to 2040 SDF reviews adopted	1	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Development Planning	Council resolution
CCI 2.3	Ensure 100% implementation of GIS policy	CCI 2.3.1	Date GIS Strategy developed and adopted by Council	30-Jun-26	N/A	N/A	N/A	N/A	N/A	N/A	R0.00	R0.00	Development Planning	Council resolution
		CCI 2.3.2	Number of days taken to construct custom map	5 days	5 days	1 day	Achieved	4days	The variance is not materialistic.	N/A	R0.00	R0.00	Development Planning	MAP production register, request forms
		CCI 2.3.3	Number of days taken to produce readily available map	1 day	1 day	1 day	Achieved	None	N/A	N/A	R0.00	R0.00	Development Planning	MAP production register, request forms