ANNUAL PERFORMANCE REPORT

Section 46 of the Municipal Systems Act

1 Jul 2020 – 30 Jun 2021

P.O. Box 9, Meyerton
25 Mitchell Street, Meyerton, 1960
www.midvaal.gov.za
midvaallocalmunicipality
@MidvaalLM
complaints@midvaal.gov.za

Switchboard: (016) 360 7400
Call Centre: 0861 643 8225
Fax: (016) 360 7519
Fraud Reporting Line: 0860 268 624
Emergency Number: (016) 360 7500
(016) 362 5911

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1. Legislative requirement to compile the Section 46 Annual Performance Report

The Municipal Systems Act, Act 32 of 2000, in terms of Section 46 requires Council to comply with the provisions of the said legislation, to annually prepare a Performance Report.

The format and structure of the report is determined according to the said section.

The said section reads as follows:

"Section 46 – Annual performance reports

(1) A municipality must prepare for each financial year a performance report reflecting –

- (a) the performance of the municipality and of each external Service provider during that financial year;
- (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous Financial year; and
- (c) measures taken to improve performance.

(2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act."

2. Council's Geographical Location, Area Overview and Population

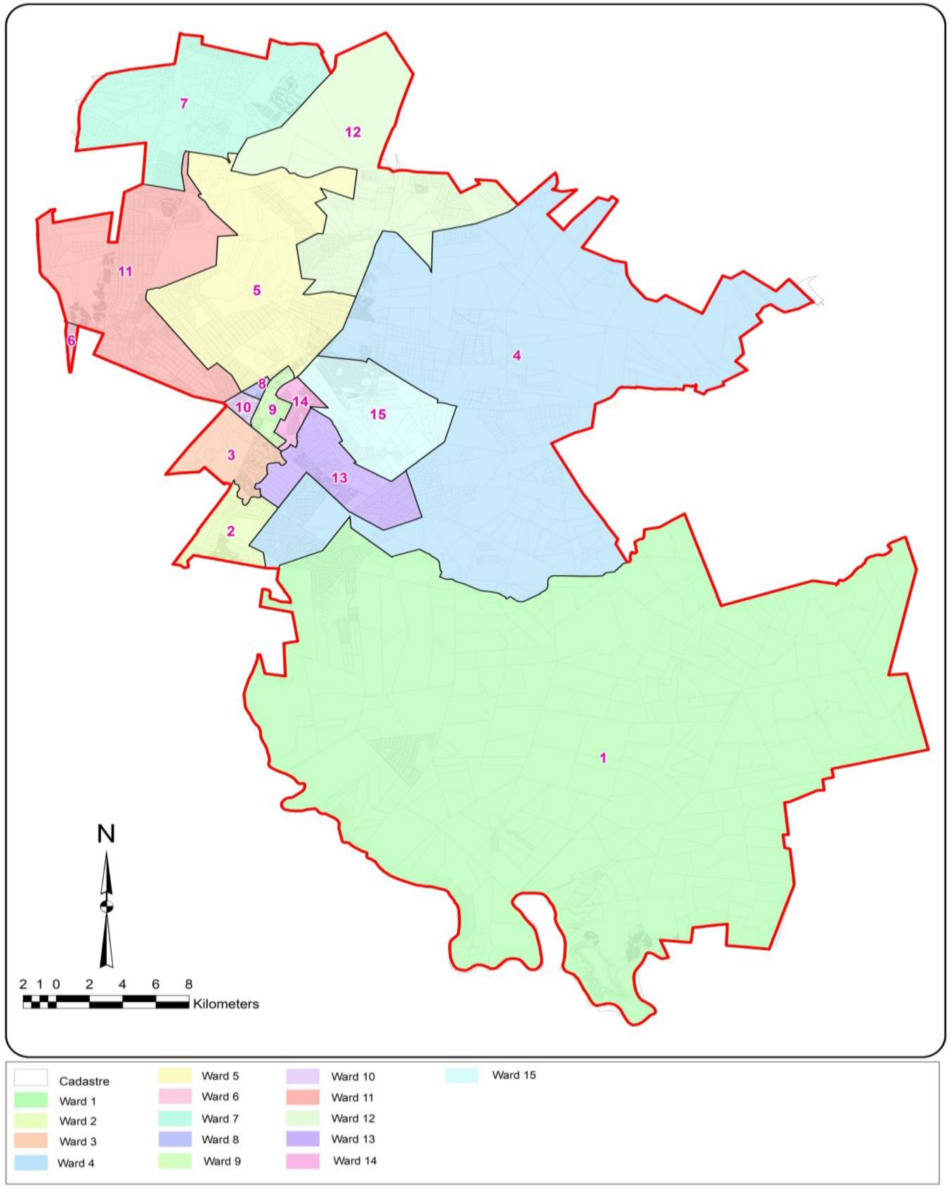
The Midvaal Local Municipality (GT422), covering approximately 1 722 km^2, is one of three local municipalities situated within the Sedibeng District Municipality, the other two being the Emfuleni Local Municipality (GT421), approximately 966 km^2 in extent and the Lesedi Local Municipality (GT423), approximately 1 484 km^2 in extent.

Midvaal is a Category B-municipality as defined in the Municipal Structures Act, Act 117 of 1998 (Chapter 1).

Midvaal is located in the Southern parts of the Gauteng Province and is bordered by two provinces, namely Mpumalanga Province to the East and the Free State Province to the South.

Dipaliseng Local Municipality (MP306) is located to the East and Metsimaholo Local Municipality (FS204) is situated to the South. The City of Johannesburg and Ekurhuleni Metropolitan Municipality are situated to the North.

Ward Map



3. The Municipal Fact Sheet (Statistics)

DESCRIPTION	EMFULENI	LESEDI	MIDVAAL (2016)	MIDVAAL (2021)
Geographical size (sq km)	966	1484	**1 722**	**1 722**
Number of people	721 663	99 520	**95 301**	
Population growth (% per annum 2001 – 2011)	0,92%	3.26%	**3.94%**	
Number of Total Households#	220 135	29 668	**29 852**	
Number of Households in Formal Areas	-	-	**-**	
Number of Households in Informal Areas **	12 974	2 021	**-**	
Population density (people per sq km)	747.1	67.1	**55.3**	
Number of Wards	45	13	**14**	
Number of Councillors	90	26	**27**	
% Of households with formal housing #	81%	83.3%	**76.4%**	
% Of households with hygienic toilets #	91.2%	90.1%	**84.1%**	
% Of households with piped water at or above RDP level	96.3%	88.9%	**75.8%**	
% Of households with electricity connections #	92.2%	89.9%	**79.3%**	
% Of households with formal refuse removal*	90.7%	86.3%	**83.1%**	
Unemployment rate (broad definition %)***	34.7%	25.9%	**18.8%**	
Unemployment rate (narrow definition %)***	14.9%	11.1%	**9%**	
% Of people employed in the formal sector***	79.2%	74.8%	**73.20%**	
% Of people employed in the informal sector***	9.6%	11.1%	**10.11%**	
% Of people employed in private households***	11.3%	14.2%	**16.68%**	
Dependency Ratio (per 100 (15 – 64)***	43.8	45.8	**41.9**	

* 2016 Community Survey (StatsSA): Removed by local authority/private company/community members at least once a week and removed by local authority/private company/community members less often than once a week

** 2017 Midvaal Human Settlement Plan (Excluding back yards in Lakeside Estates and Lakeside Estates Ext1)

*** No new data as per 2011 Census Data (StatsSA)

\# 2016 Community Survey (StatsSA)

The statistics contained in the important notes are based on the 2011 population. It is therefore of value to indicate the statistics as at 30 Jun 2017, according to the statistics reported by Stats SA. The change in the statistics will be noticed and during the review of the Integrated Development Plan (IDP) it will be advised to update accordingly:

IMPORTANT NOTES		NUMBER OF HOUSEHOLDS	%
1. Water			**64.64%**
1.1	Piped (tap) water inside dwelling/institution	19 461	64.9%
1.2	Piped (tap) water inside yard	5 376	
1.3	Pipe (tap) water on community stand: distance less than 200 m from dwelling/institution	2 394	
1.4	Piped (tap) water on community stand: distance between 200 m and 500 m from dwelling/institution	1 005	
1.5	Piped (tap) water on community stand: distance between 500 m and 1000 m (1 km) from dwelling/institution	297	
1.6	Piped (tap) water on community stand: distance greater than 1000 m (1 km) from dwelling/institution	165	
1.7	No access to piped (tap) water	1 266	
Piped (tap) water inside dwelling/institution & piped (tap) water inside yard		24 837	82.9%
Piped (tap) water inside dwelling/institution & piped (tap) water inside yard & Piped (tap) water on community stand: distance less than 200 m from dwelling/institution		27 231	90.9%
2. Toilet Facilities			**67.04%**
2.1	None	606	
2.2	Flush toilet (connected to sewerage system)	17 370	
2.3	Flush toilet (with septic tank)	5 505	
2.4	Chemical toilet	1 842	
2.5	Pit toilet with ventilation (VIP)	477	
2.6	Bucket toilet	645	
2.7	Other	420	
Flush toilet (connected to sewerage system)			57.93%
Flush toilet (connected to sewerage system) & Flush toilet (with septic tank)			76.34%
Flush toilet (connected to sewerage system) & Flush toilet (with septic tank) & Pit toilet with ventilation (VIP)			77.93%
3. Energy or fuel for lighting			**55.10%**
3.1	Electricity	23 769	
3.2	Gas	111	
3.3	Paraffin	1 284	
3.4	Candles	4 581	
3.5	Solar	84	
3.6	None	135	
4. Refuse Disposal			**86.90%**
4.1	Removed by local authority/private company at least once a week	24 594	
4.2	Removed by local authority/private company less often	300	
4.3	Communal refuse dump	579	
4.4	Own refuse dump	3 177	
4.5	No rubbish disposal	948	
4.6	Other	363	
Removed by local authority/private company at least once a week			82.08%
Removed by local authority/private company at least once a week & removed by local authority/private company less often			83.08%

4. Council's Vision

VISION

"To inclusively serve the needs of our community"

MISSION

We strive daily to enrich the lives of our people by:

1	Adopting a mind-set of innovation to revolutionise the way we operate
2	Leveraging partnerships to realise our full potential
3	Driving sustainability within the local ecosystem
4	Growing the economy in Midvaal, premised on incubating entrepreneurship, socio-economic growth and environmental responsibility
5	Providing excellent and standardised service delivery for all
6	Prioritising the upliftment of our youth
7	Being an ethical and pro-active local municipality
8	Elevating Midvaal to be the best and most attractive municipality in the country

5. Council's Corporate Values

A customer-centric approach shapes the values of the Midvaal Local Municipality. This defines the character of the municipality and provides the foundation on which leadership and employees behave and conduct decisions. Midvaal Local Municipality is guided by the following six (6) values, which reflect the core principles of this organisation:

- Transparency
- Accountability
- Excellence
- Accessibility
- Responsiveness
- Integrity

6. Council's 5 political guidelines are guided by the following pillars:

1. Open Opportunity Society:

A society in which *every person is free, secure and equal*, where everyone has the opportunity to improve the quality of his life and pursue her dreams, and in which every language and culture has equal respect and recognition

2. Reconciliation:

Enabling South Africans *to come to terms with their past* on a morally accepted basis by all groups and bringing them together on their shared future

3. Redress:

Addressing the imbalances of the past that have resulted in economic and spatial inequality, in a sustainable manner that ensures that all benefit

4. Delivery:

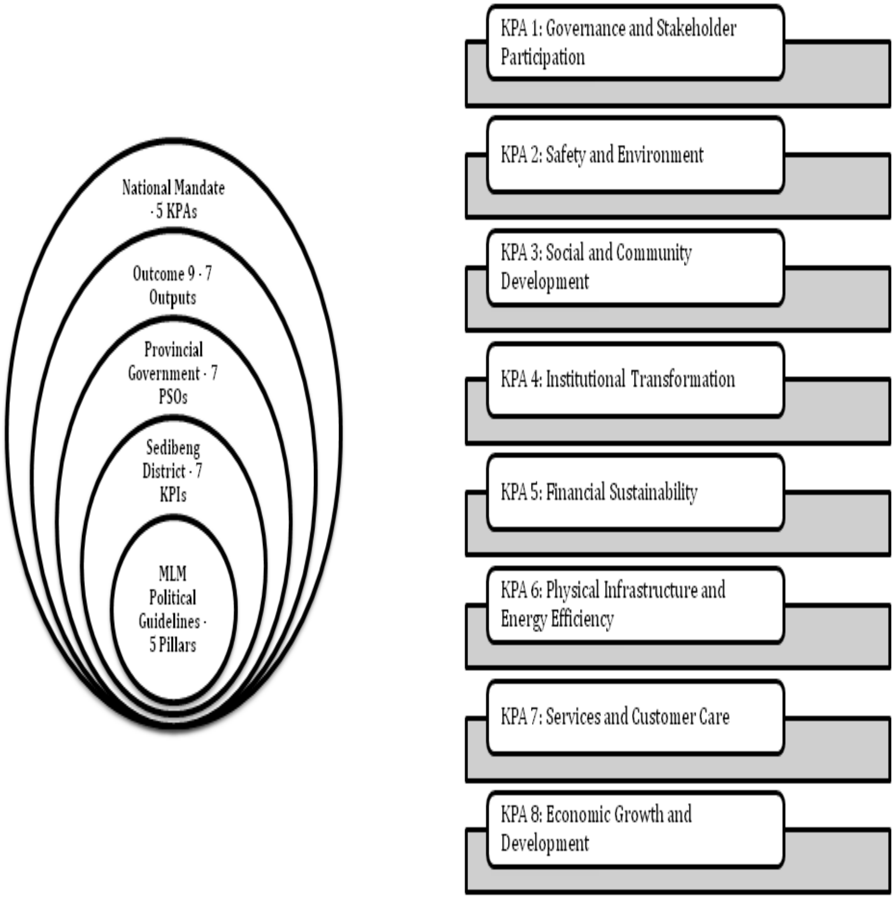
Ensuring *that everyone has equal access to basic services* and resources under the mandate of government and the consti-tution

5. Diversity:

We *celebrate and showcase the diversity* of the party as a mirror of the diversity in broader South African Society

7. Key Performance Areas (KPAs)

Midvaal Local Municipality (MLM) identified and adopted 8 KPAs, aligned with the National Mandate, Outcome 9, the Provincial Strategic Objectives and the Sedibeng District Municipality, to give effect to the implementation of the Integrated Development Plan (IDP):



8. KEY PERFORMANCE AREAS (KPAs) & KEY FOCUS AREAS (KFAs)

The identified Key Performance Areas (KPAs, also referred to as the Strategic Objective) are supported by the following Key Focus Areas (KFAs, also referred to as the Predetermined Objectives), aligned with National, Provincial and Sedibeng's KPAs:

KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVE	KEY FOCUS AREA (KFA)		PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 1 Good Governance & Public Participation	To promote increased participation and improved communication with all key internal and external stakeholders	KFA 1:	Governance Structures	To promote sound and sustainable governance	CORP
		KFA 2:	Stakeholder Participation	To increase active stakeholder participation	CORP Executive Mayor
		KFA 3:	Inter-Governmental Relations	To improve inter-governmental relations	MM
		KFA 4:	Communications	To improve internal & external communication to enhance the perception of the municipality	CORP DP
KPA 2 Safety & Environment	To create a sustainable environment safe from harm	KFA 5:	Safety & Security	To improve the safety of the community both on the roads and in the suburbs	COMM
		KFA 6:	Emergency Services	To ensure adequate prevention measures as well as prompt response to emergencies	COMM
KPA 3 Social & Community Development	To create an environment focussed on uplifting the youth, the poor and the most vulnerable	KFA 7:	Sport and Recreation Program-mes & Facilities, including Parks & Open Space	To create an ecosystem of sports and recreation activities	COMM
		KFA 8:	Libraries, Arts Culture and Special Programmes	To promote the development of cultural and social programs to uplift the community	COMM Executive Mayor
KPA 4 Institutional Transformation	To transform and align the people, processes and systems of the municipality to achieve its objectives	KFA 9:	Human Capital & Skills Development	To ensure adequate internal capacity and capability to deliver on the municipality's objectives	CORP Executive Mayor
		KFA 10:	Performance Manage-ment	To develop and implement an effective and efficient performance management system	MM
		KFA 11:	Systems & Technology	To enhance systems and technology to enable the municipality to deliver excellent customer experience	CORP
		KFA 12:	Policies, Processes & Procedures	To write and review processes and procedures to ensure the objectives of the municipality are achieved	CORP ENG Executive Mayor
KPA 5 Financial Sustainability	To improve the financial sustainability and capacity of the municipality, whilst	KFA 13:	Financial Management	To manage the finances of the municipality in a manner that will enhance its financial viability and maintain sustainability	FIN

KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
	adhering to statutory requirements	KFA 14: Revenue Management	To protect and enhance revenue position of the position to enable the objectives of the municipality	FIN
		KFA 15: Supply Chain Management	To develop and maintain an effective supply chain which uplifts local business and youth.	FIN
		KFA 16: Asset Management	To adequately maintain the assets of the municipality	FIN
KPA 6 Physical Infrastructure & Energy Efficiency	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community	KFA 17: Electricity & Energy Efficiency	To plan, construct and maintain electricity networks and to improve energy efficiency	ENG
		KFA 18: Roads & Stormwater Infrastructure	To plan, construct and maintain roads and stormwater infrastructure	ENG
		KFA 19: Water & Sanitation Infrastructure	To plan, construct and maintain water and sanitation infrastructure	ENG
		KFA 20: Landfill Sites & Transfer Stations	To plan, construct and maintain landfill sites and transfer stations	ENG
		KFA 21: Municipal & Public Facilities	To plan, construct and maintain municipal and public facilities	ENG
KPA 7 Services & Customer Care	To deliver inclusive and excellent services to the community	KFA 22: Water & Sanitation	To provide sustainable, reliable and affordable water and sanitation services to all residents	ENG
		KFA 23: Electricity	To provide sustainable, reliable and affordable electricity to all residents	ENG
		KFA 24: Cleansing & Waste Management	To provide sustainable, reliable and affordable waste disposal services to all residents	COMM
KPA 8 Economic Growth & Development	To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation	KFA 25: LED & Capacity Building	To facilitate and promote local economic growth	DP
		KFA 26: Spatial & Development Planning	To develop an effective spatial framework to promote development in the municipality, focussed on enabling and aligning development objectives	DP

9. Approved Organisational Scorecard

Introduction

Integrated Development Planning and Performance Management were introduced to realise the developmental role of local government. Whilst the Integrated Development Plan (IDP) provides a framework for strategic decision-making, performance management must ensure that the desired results are achieved during implementation to ensure the correctness of the strategic direction of the objectives, strategies and projects put forward by the IDP.

Performance management is a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to:

- regularly plan;
- continuously monitor;
- periodically measure; and
- review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

The Performance Management System (PMS) entails a framework that describes and represents how the municipality's process of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organized and managed, including determining the different role players. It also forms the basis for aligning the IDP with the operational Service Delivery & Budget Implementation Plans (SDBIPs), performance areas and performance indicators of the various departments of the MLM.

Legislative and Policy Framework

Legislative enactments, which govern performance management in municipalities, are found in various documents. Outlined in Section 40 of the Municipal Systems Act of 2000, MLM must establish mechanisms to monitor and review its Performance Management System (PMS) so as to:

- Measure,
- Monitor,
- Review,
- Evaluate and
- Improve performance at organisational, departmental and employee levels.

The Performance Management Policy also clarifies roles and responsibilities of stakeholders and relevant role-players. Compliance to the assigned roles and responsibilities is herewith reported, read with the process plan, indicating the key target dates:

TASK	STAKEHOLDERS / ROLEPLAYERS	ROLES & RESPONSIBILITIES	COMPLIANCE
Developing and sanctioning the performance management process	**Mayoral Committee**	Ratify and adopt the PMS Policy	The Performance Management Policy was approved with the Integrated Development Framework (IDP) by Council per item C2283/05/2020 dated 28 May 2020
Developing measures/indicators	**Officials**	Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period	Council approved the IDP 2017 – 2022. Section 5 (SDBIP) refers to the measures and indicators approved for the next 5-years.
		Provide inputs into the process with reference to the available resources within their respective departments	The developing period was conducted during March 2020.
		Document the measures/indicators	The developing period was conducted during March 2020.
		Provide the schedule of measures/indicators to relevant stakeholders	The developing period was conducted during March 2020.
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities	Conducted during the developing period
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations	Conducted during the developing period
	Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements	Conducted during the developing period
Setting Targets	**Officials**	Provide inputs into the process with reference to the available resources within their respective departments	Conducted during the developing period
		Document the targets	Conducted during the developing period
		Provide and publicise the schedule of targets to the relevant stakeholders	The public consultation process was followed during the period Dec 2020 – 8 Feb 2021. Ward councillors submitted 5 prioritised projects per ward and 9 public engagements with the community, where community priorities were affirmed, were hosted.

	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities	Conducted during the developing period
		Engage with the officials to ensure maximum utili-sation of the resources taking into account the budgetary guidelines and possible limitations	Conducted during the developing period
	Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements	Conducted since Dec 2020 – Feb 2021
Linking measures/indicators and targets to performance commitments of staff	**Municipal Manager**	Prepare performance agreements with agreed and approved measures/indicators and targets	Performance agreements signed during Jun 2020 in terms of Section 57(2) of the MSA.
		Ensure that the measures/indicators and targets in the performance agreements of senior managers are linked with his/her agreement	Performance agreements signed during Jun 2020.
		Ensure that all senior managers performance agreements are published	The public consultation process was followed.
		Provide inputs into senior managers performance agreements	Performance agreements in terms of Section 57(2) signed by the Municipal Manager.
		Ensure that the measures/indicators and targets of the departments and sub-ordinates are linked with the senior managers agreements	Finalised during Jul 2020.
	Mayoral Committee	Ratify and adopt the performance agreements	The Performance Agreements were approved by Council per Resolution SC2323/06/2020 dated 25 June 2020.
Monitoring and Evaluation	**Executive Mayor**	Monitor and evaluate (according to agreed sche-dule) the measures/indicators and targets of the Municipal Manager	Quarterly performance monitoring and evaluation was conducted as per Section 6.4.8 of the Performance Management Policy, informed by relevant legislation: Q1 – 16 Oct 2020 Q2 – 17 Jan 2021 Q3 – 22 Apr 2021 Q4 – 16 Jul 2021

	Municipal Manager	Monitor and evaluate (according to the agreed schedule) the measures/indicators and targets of senior managers	Quarterly performance monitoring and evaluation was conducted as per Section 6.4.8 of the Performance Management Policy, informed by relevant legislation: Q1 – 16 Oct 2020 Q2 – 17 Jan 2021 Q3 – 22 Apr 2021 Q4 – 16 Jul 2021
		Ensure that the results are documented and publicised to the relevant stakeholders	Quarterly progress reporting was done to Council as required by Section 52(d) of the MFMA. Q1 – C2419/10/2020 dated 25 Oct 2020 Q2 – C2454/01/2021 dated 21 Jan 2021 Q3 – C2526/04/2021 dated 29 Apr 2021 Q4 – C2601/07/2021 dated 29 Jul 2021
Information collection, processing and analysis	**Councillors**	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities	Done continuously
		Ensure with the council officials that all information is made available	Done continuously
		Examine, scrutinise and critically analyse measures/indicators, targets, outputs and outcomes	Done continuously
	Officials	Collect, process and provide the relevant and appropriate information from their respective departments	Done continuously
	Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements	Conducted during April 2020
Auditing of information	**Performance Management Manager**	Collect and process relevant and appropriate information from departments	Conducted quarterly within 10 working days after the end of the quarter, in preparation for the formal quarterly performance assessments
		Examine, scrutinize and critically analyse information from departments	Conducted quarterly within 10 working days after the end of the quarter, in preparation for the formal quarterly performance assessments

	Performance &Audit Committee	Examine, scrutinise and critically analyse information from departments	Quarterly progress reporting, via the Section 52(d)-report, is done to the Performance & Audit Committee, where-after input is reported to Council
	Auditor-General	Collect and process the relevant and appropriate information from the Municipality	Conducted annually, during 1 Sep – 30 Nov 2021, required by Section 45(1)(b) of the Municipal Systems Act, Act 32 of 2000
		Examine, scrutinize and critically analyse information from the Municipality	Conducted annually, during 1 Sep – 30 Nov 2021, required by Section 45(1)(b) of the Municipal Systems Act, Act 32 of 2000 The Minister of Finance exempted municipalities from sub-mitting key reports. The notice allows for a two-month de-lay in the submission of Annual Financial Statements, Annual Reports, Audit Opinions, Oversight Reports and associated processes. (MFMA Circular 104 dated Aug 2020)
Audit Reporting	**Internal Auditor**	Provide an independent audit report to the Audit Committee	Conducted quarterly, required by Section 45(1)(a) of the Municipal Systems Act, Act 32 of 2000
	Performance &Audit Committee	Provide an independent audit report to the Muni-cipal Manager and Mayoral Committee	Quarterly progress reporting, via the Section 52(d)-report, is done to the Performance & Audit Committee, where-after in-put is reported to Council
Reporting	**Municipal Manager**	Provide approved, relevant and appropriate information and reports to National and Provincial Government, and the Auditor-General	Quarterly progress reporting, via the Section 52(d)-report is done to the relevant National, Provincial and Auditor-General Departments
Report to Community	**Municipal Manager**	Ensure that the results are documented and publicised to the relevant stakeholders	Annual reporting is done to the community via the Annual Report

Review of performance management and setting of new measures/indicators and target	Officials	**Provide inputs into the process with reference to the available resources within their respective departments**	Quarterly performance reviews were conducted
		Document the measures/indicators and targets	Quarterly performance outcomes were documented and communicated to the relevant officials
		Provide and publicise the schedule of revised measures/indicators and targets to relevant stakeholders	Reviewed measures/indicators and targets were considered annually during the Adjustments Budget, approved by Council per item C2525/04/2021 dated 29 Apr 2021 and made public.
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities	Conducted during Dec 2020 – Feb 2021
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations in the light of the revised measures/indicators and targets	Conducted during Dec 2020 – Feb 2021
	Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements in the light of the revised measures/indicators and targets	Conducted during Dec 2020 – Feb 2021

Section 34 of the MSA furthermore points out that the IDP has to be reviewed on an annual basis. During the IDP review process the Key Performance Areas, Key Performance Indicators and Performance Targets are reviewed.

This review will form the basis for the review of the municipal PMS and Performance Agreements of Senior Managers.

Chapter 6 of the Municipal Systems Act (2000) as amended provides briefly that a municipality must:

1. Develop a performance management system (PMS);
2. Promote a performance culture;
3. Administer its affairs in an economical, effective, efficient and accountable manner;
4. Set Key Performance Indicators (KPIs) as a yardstick for measuring performance;
5. Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
6. Monitor and review performance at least once per year;
7. Take steps to improve performance;
8. Report on performance to relevant stakeholders;
9. Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;
10. Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the National Minister of Provincial and Local Government;
11. Conduct an internal audit of all performance measures/indicators on a continuous basis;
12. Have their annual performance report audited by the Auditor-General; and
13. Involve the community in setting indicators and targets and in reviewing municipal performance.

Midvaal has, in order to promote a performance culture, cascaded performance monitoring and evaluation to Job Levels 1 – 4. The individual level of performance management is addressed per Section 7.2 of the Performance Management Policy.

The employee performance management system can be defined as the process through which the planned performance objectives as defined in the IDP, are cascaded into the employee’s Annual Performance Plans, thus allowing for the planning, coaching and monitoring, reviewing and rewarding of performance, and the enhancement of development, at the level of the individual employee. This process comprises of four phases, namely:

1. **Phase 1: Planning**

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations. This also entails the identification of KFA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

2. **Phase 2: Performance Coaching**

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timely detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies.

During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance and the standards that have been set in advance. During this phase it is also important to provide and present any evidence proving performance.

Although actual measurements are done each quarter, formal performance reviews only are to be done half yearly and year-end provided the documented performance in the first and third quarter is satisfactory.

3. **Phase 3: Reviewing**

This phase involves jointly assessing performance against expectations (planned vs. actual performance) at mid-year and year-end. The Manager/Supervisor is to set up formal quarterly reviews to assess the relevance of the objectives and the Employee's performance against the objectives and a formal final review in June.

The assessor/panel and evaluated employee must prepare and agree to a Personal Development Plan (PDP). This only needs to be done at the final review in June in conjunction with the annual skills efficiency analysis review.

4. **Phase 4: Year-End Review and Rewarding**

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviors by determining and allocating equitable and appropriate rewards to employees. Permanent employees will initially be awarded non-financial rewards for good performance and ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

The outcome of the performance assessments for the period under review is reported here-under. It is important to note that the cascaded performance indicators are not subjected to external audit and no opinion is expressed.

2020/2021

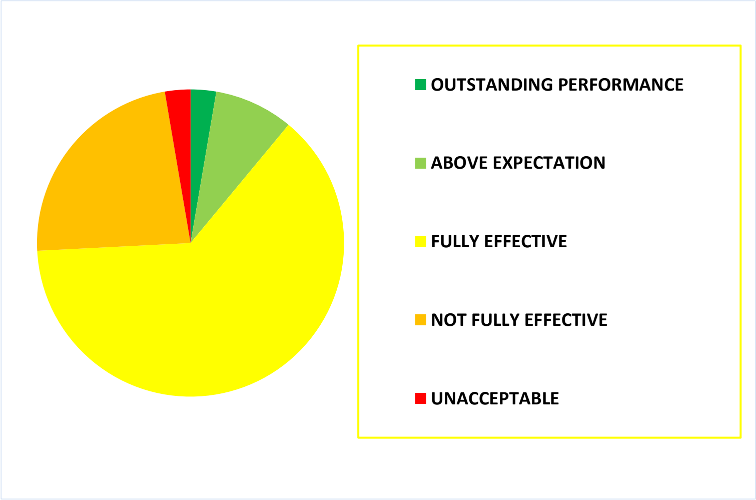
The performance of 80 officials and a total of 421 Performance Indicators were monitored and reported on.

An overall annual performance of 276 indicators were achieved, i.e. 74.12%.

The total number of Performance Indicators and number of officials per department was as follows:

Corporate Services	128	20
Finance Services	59	12
Development & Planning	83	19
Community Services	77	14
Engineering Services	74	15
	421	**80**

OUTSTANDING PERFORMANCE	**10**	**2.69%**
ABOVE EXPECTATION	**31**	**8.33%**
FULLY EFFECTIVE	**235**	**63.17%**
NOT FULLY EFFECTIVE	**86**	**23.11%**
UNACCEPTABLE	**10**	**2.69%**
NOT APPLICABLE	**49**	
	421	



Sections 55 to 58 of the Municipal Systems Act, further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Municipal Planning and Performance Management Regulations of 2001

In summary, the Regulations provide that a municipality's Performance Management System must:

1. Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;

2. Comply with the requirements of the Municipal Systems Act; and

3. Relate to the municipality's employee performance management processes and be linked to the municipality's IDP.

The Municipal Finance Management Act, Act 56 of 2003 (MFMA)

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

1. Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators;

2. When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;

3. Empower the Executive Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Manager and the Managers directly accountable to the Municipal Manager; and

4. Compile an annual report, which must, amongst others things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system, it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 56 Managers in line with the cascading effect of performance management from the organizational to the departmental and eventually to employee levels.

A municipality must:

1. Set key performance indicators (KPIs) including input, output and outcome indicators in consultation with communities;
2. Annually review its Key Performance Indicators;
3. Set performance targets for each financial year;
4. Measure and report on the relevant nationally prescribed key performance outcomes;
5. Measure and report on the six national local government KPAs;
6. Report on performance to Council at least twice a year;
7. As part of its internal audit process audit the results of performance measurement;
8. Appoint a performance audit committee; and
9. Provide secretarial support to the said audit committee.

The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006

This legislation regulates the management of the Section 56-employees of a municipality by providing an outline of employment contracts, performance agreements, performance plans, employee development, empowerment, measures/indicators and performance evaluation processes. These regulations further provide criteria for performance assessment and the 5-point rating upon which performance of an individual needs to be scored during the assessment and evaluation.

The Municipal Scorecard was approved by Council at its meeting held on 28 May 2020 per item C2284/05/2020, in line with the relevant legislation for implementation. The Annual Performance Agreements were signed before 30 Jun 2020 by all Section 56-appointees. Quarterly performance assessments were conducted, and where required, appropriate corrective and/or remedial actions were implemented. The Section 52(d)-quarterly performance reports were submitted to Council and ultimately to the MEC of Gauteng Province.

The mid-year performance report was approved by Council per item C2454/201/2021 dated 21 Jan 2021. This report deals with both the financial as well as the non-financial results. Section 72 indicates that the following information must be provided, as part of the mid-year performance report:

1. The monthly statements referred to in Section 71 for the first half of the financial year;
2. 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;
3. The past year's annual report, and progress on resolving problems identified in the annual report; and
4. The performance of every municipal entity under the municipality's control (of which this municipality has none).

This report is submitted in terms of the above-mentioned legislative requirements. In addition, a separate report dealing with the annual report of the 2020/2021-financial year, containing comments on how the issues identified by the Auditor-General, are being addressed.

Subsequent to the submission of the Section 72-mid-year performance report to Council, Gauteng Provincial Treasury conducted a 2020-mid-year budget and performance assessment visit during Feb 2021 to Council.

The purpose of this visit was to give effect to the constitutional monitoring and oversight responsibilities of Provincial Treasury. The strategic engagement was aimed at strengthening quality and oversight of municipal budgeting and performance.

No area of concern was identified during the assessment.

10. Overall Organisational Performance – 2020/2021-Financial Year

This report considers MLM performance derived from the IDP objectives, translated into the departmental SDBIPs for the year as at 30 Jun 2021. A basic set of key comparatives for year-to-date is offered to allow for easy comparisons on achievements against SDBIPs.

The purpose is to demonstrate, in terms of service delivery, what is being achieved and what remains outstanding.

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

After the consideration of the mid-year performance and financial report *the reviewed Municipal Scorecard* was approved with specific quarterly targets, based on the SMART-principles.

The SMART principles for the determination of KPIs and targets are as follows:

S	Specific	Targets must be well-defined and focused
M	Measurable	Targets must have a measurable outcome
A	Achievable/Attainable	Targets must be within reach
R	Realistic/Relevant	Targets must be based on the current conditions and realities
T	Time-framed	Targets and objectives must be tied to a time frame

ASSESSMENT CRITERIA	RATING	EXPLANATION
Outstanding Performance	**5**	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
Above Expectations	**4**	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully Effective	**3**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not Fully Effective	**2**	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable Performance	**1**	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

ORGANISATIONAL SCORECARD

PERFORMANCE ACHIEVED

DESCRIPTION	2017/2018		2018/2019		2019/2020		2020/2021	
Total Key Performance Indicators (including the National Key Performance Indicators) targets approved		55		58		60		**(69) 70**
Number of targets not fully achieved		9		7		17		**11**
% of Targets not achieved		10.9%		12%		28.33%		**15.94%**
Not Applicable		0		0		0		**1**
Number of targets achieved		46		51		43		**58**
% Overall performance		**83.63%**		**87.5%**		**71.66%**		**84.05%**
Level of Performance								
Outstanding Performance	7	12.7%	5	8.9%	8	13.3%	**0**	**14.92%**
Above Expectation	11	20%	12	21.4%	9	15%	**21**	**30.43%**
Fully Effective	28	50.9%	32	57.1%	26	43.3%	**27**	**39.13%**
Not Fully Effective	9	16.4%	6	10.7%	17	28.3%	**11**	**15.94%**
Unacceptable	0	0%	1	1.8%	0		**0**	
Not Evaluated			2		0		**1**	

The individual performance per department constituted the overall performance of Council. The performance per department, assessed according to the same evaluation criteria, is reflected in the following graphs. The summary on the left represents the % achievements:

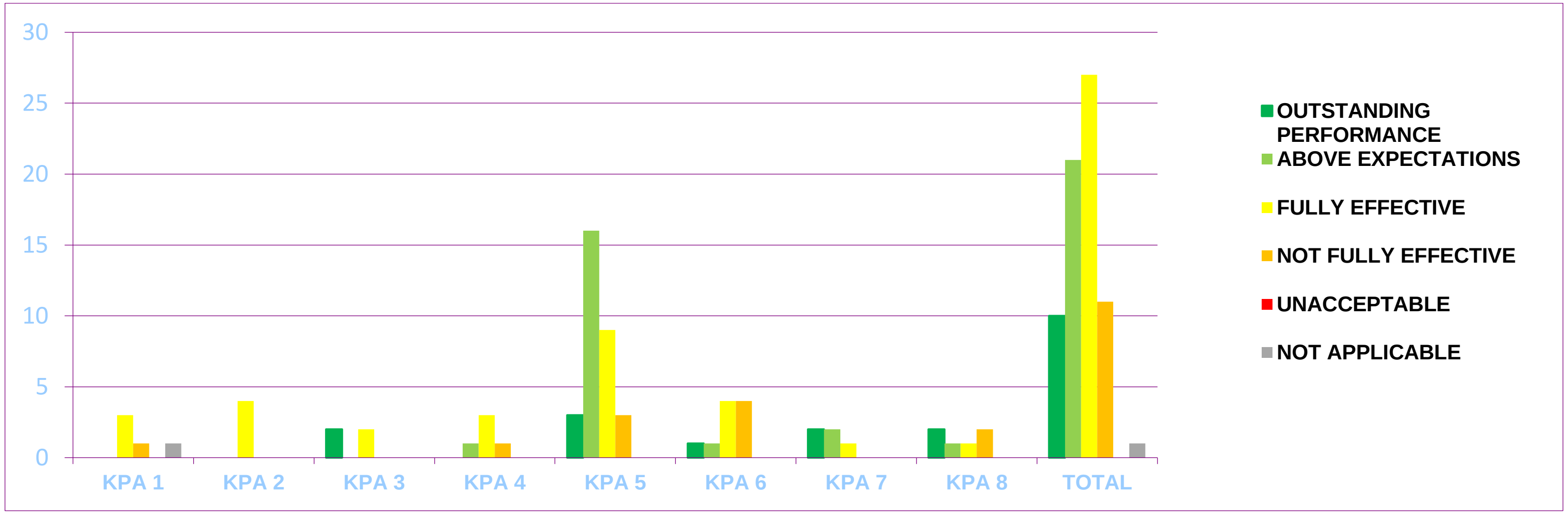
DESCRIPTION	CORPORATE	FINANCE	DEVELOPMENT & PLANNING	ENGINEERING	COMMUNITY	MUNICIPAL MANAGER
Total Key Performance Indicators (including the National Key Performance Indicators) targets approved	14	11	10	16	15	4
Number of targets not fully achieved	2	0	2	4	2	1
% of Targets not achieved	**15.38%**	**0%**	**20%**	**25%**	**13.33%**	**25%**
Number of targets achieved	11	11	8	12	13	3
% Overall performance	**84.61%**	**100%**	**80%**	**75%**	**86.66%**	**75%**
Not applicable	1	0	0	0	0	0
Level of Performance						
Outstanding Performance	**0**	**2**	**3**	**2**	**3**	**0**
Above Expectation	**3**	**7**	**3**	**5**	**2**	**1**
Fully Effective	**8**	**2**	**2**	**5**	**8**	**2**
Not Fully Effective	**2**	**0**	**2**	**4**	**2**	**1**
Unacceptable	**0**	**0**	**0**	**0**	**0**	**0**
Not Evaluated	**1**	**0**	**0**	**0**	**0**	**0**

12. Performance per Key Performance Area (KPA)

KPA 1 **Governance and Stakeholder Participation** **To promote increased participation and improved communication with all key internal and external stakeholders**	KFA 1: Governance Structures KFA 2: Stakeholder Participation KFA 3: Inter-Governmental Relations (IGR) KFA 4: Communications (Internal and External)	**OUTSTANDING PERFORMANCE** 0 **ABOVE EXPECTATION** 0 **FULLY EFFECTIVE** 3 **NOT FULLY EFFECTIVE** 1 **UNACCEPTABLE** 0 **75%**	
KPA 2 **Safety and Environment** **To create a sustainable environment safe from harm**	KFA 5: Safety & Security KFA 6: Emergency Services	**OUTSTANDING PERFORMANCE** 0 **ABOVE EXPECTATION** 0 **FULLY EFFECTIVE** 4 **NOT FULLY EFFECTIVE** 0 **UNACCEPTABLE** 0 **100%**	
KPA 3 **Social and Community Development** **To create an environment focused on uplifting the youth, the poor and the most vulnerable**	KFA 7: Sport and Recreation Programmes and facilities, including Parks and open space KFA 8: Libraries, Arts, Culture and Special Programmes (Gender, Elderly, Youth and People living with Disabilities including ECD)	**OUTSTANDING PERFORMANCE** 2 **ABOVE EXPECTATION** 0 **FULLY EFFECTIVE** 2 **NOT FULLY EFFECTIVE** 0 **UNACCEPTABLE** 0 **100%**	

KPA 4 **Institutional Transformation** **To transform and align the people, processes and systems of the municipality to achieve its objectives**	KFA 9: Human Capital & Skills Development KFA 10: Performance Management KFA 11: Systems and Technology KFA 12: Policies, Processes and Procedures	**OUTSTANDING PERFORMANCE** 2 **ABOVE EXPECTATION** 0 **FULLY EFFECTIVE** 4 **NOT FULLY EFFECTIVE** 0 **UNACCEPTABLE** 0 **100%**	
KPA 5 **Financial Sustainability** **To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements**	KFA 13: Financial Management KFA 14: Revenue Management KFA 15: Supply Chain Management KFA 16: Asset Management, including Fleet Asset Management	**OUTSTANDING PERFORMANCE** 3 **ABOVE EXPECTATION** 16 **FULLY EFFECTIVE** 9 **NOT FULLY EFFECTIVE** 3 **UNACCEPTABLE** 0 **90.32%**	
KPA 6 **Physical Infrastructure and Energy Efficiency** **To ensure efficient infrastructure and energy supply that will improve the quality of life of the community**	KFA 17: Electricity & Energy Efficiency KFA 18: Roads and Stormwater Infrastructure KFA 19: Water and Sanitation Infrastructure KFA 20: Landfill Sites and Transfer Stations KFA 21: Municipal and public facilities, including sport & recreation	**OUTSTANDING PERFORMANCE** 1 **ABOVE EXPECTATION** 1 **FULLY EFFECTIVE** 4 **NOT FULLY EFFECTIVE** 4 **UNACCEPTABLE** 0 **60%**	

KPA 7 **Services and Customer Care** **To deliver inclusive and excellent services to the community**	KFA 22: Water and Sanitation KFA 23: Electricity KFA 24: Cleansing and Waste Management	**OUTSTANDING PERFORMANCE** 2 **ABOVE EXPECTATION** 2 **FULLY EFFECTIVE** 1 **NOT FULLY EFFECTIVE** 0 **UNACCEPTABLE** 0 **100%**	
KPA 8 **Economic Growth and Development** **To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation**	KFA 25: LED & Capacity Building KFA 26: Spatial and Development Planning	**OUTSTANDING PERFORMANCE** 2 **ABOVE EXPECTATION** 1 **FULLY EFFECTIVE** 1 **NOT FULLY EFFECTIVE** 2 **UNACCEPTABLE** 0 **66.66%**	



The Key Performance Indicators supporting the objectives of KPA 1, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 1 Good Governance & Public Participation	To promote increased participation and improved communication with all key internal and external stakeholders	KFA 1: Governance Structures	To promote sound and sustainable governance	CORP
		KFA 2: Stakeholder Participation	To increase active stakeholder participation	CORP Executive Mayor
		KFA 3: Inter-Governmental Relations	To improve inter-governmental relations	MM
		KFA 4: Communications	To improve internal & external communication to enhance the perception of the municipality	CORP DP

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	CORP	KPI 018	KFA 02	Number of events arranged per approved year planner	(1) Council Related Events, approved per Year Planner executed = Year Planner approved by Mayoral Committee (Mayoral Committee Resolution) (2) Evidence of execution of event planned	Council hosts events as a medium to enhance a positive relationship/partnering with external stakeholders and portray a positive image of Council (Planning & Execution)	0	0	Mayoral Committee resolved per item MC B/5048/02/2021 dated 19 Feb 2021 that the Municipal Events Calendar for 2021 be withdrawn from the agenda and not be approved	The COVID-19 Protocols will guide the hosting of public events	Not Applicable
2	CORP	KPI 019	KFA 03	Number of Mayoral Committee reports on formalised Inter-governmental Relations (IGR) Fora meetings attended, per quarter	(1) Report submitted to Mayoral Committee to reflect (1.1) Type of meeting (1.2) Purpose of the Meeting (1.3) Department (1.4) Delegate attended. (2) Report submitted into reporting cycle within one month after the end of the quarter. (3) Proof of submission into reporting cycle = signature and date received by Committees	IGR Fora Report as per Section 10 of the IGR Policy (Policy approved per item C987/10/2013 dated 31 Oct 2013). Creating opportunity for Council to share information and networking. Promoting inter-governmental relations	4	3	Target not achieved. Date report submitted into the reporting cycle in Q2 exceeded expected turn-around time with 3 working days.	The late submission of the report was an isolated incident. Report to be submitted within the turn-around time as per the indicator definition	Not Fully Effective
3	CORP	KPI 025	KFA 04	Number of customer satisfaction outcome survey reports distributed to Mayoral Committee members and HOD's quarterly	Survey report to reflect: (1) The 5 most common complaints (2) The 5 most common affected areas (3) % Level of satisfaction per department (4) Report e-mailed to all stakeholders by the 15th working day, quarterly	To monitor customer satisfaction and ensure feedback on public complaints received via the outsourced Complaints Hotline	4	4	Target Achieved	None	Fully Effective

4	CORP	KPI 026	KFA 04	Percentage compliance to the requirements of Section 75 (MFMA) in terms of the Website updating monthly	(1) Website updated within 5 working days after date of the Council Resolution. (2) Monthly Section 75 MFMA compliance checklist signed-off by Deputy Municipal Manager within 5 working days, after end of each month	To monitor compliance to Section 75 of the MFMA in order to create community awareness, transparency and consistency	100%	100%	Target Achieved	None	Fully Effective
5	CORP	KPI 027	KFA 01	Number of Ward Committee meetings arranged annually	Meetings arranged according to Council approved Annual Year Planner	To monitor and report on the functioning of Ward Committees and also to monitor attendance by Ward Committee Members	60	65	The target was achieved with the implementation of various media platforms, i.e. electronic communication and media	Considering the prevailing COVID-19 Protocols alternative communication platforms will be utilised	Fully Effective

PERFORMANCE NARRATIVE REPORT: KPA 1

The strategic objective of Key Performance Area 1 is to promote increased participation and improved communication with all key internal and external stakeholders. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To promote sound and sustainable governance
- To increase active stakeholder participation
- To improve inter-governmental relations
- To improve internal and external communication to enhance the perception of the municipality

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	-	-	-
Programmes	**(P)**	1	1	0
Activities	**(A)**	4	3	1

The activity driven indicators were all achieved, namely:

1. Council hosts events as a medium to enhance a positive relationship/partnering with external stakeholders and portray a positive image of Council (Planning & Execution). Due to the prevailing COVID-19 Protocols no public events could be hosted.

2. To monitor customer satisfaction and ensure feedback on public complaints received via the internal Call Centre.

3. To monitor compliance to Section 75 of the MFMA in order to create community awareness, transparency and consistency.

4. To monitor and report on the functioning of Ward Committees and also to monitor attendance by Ward Committee Members.

One of the activity driven indicators was not fully achieved, namely:

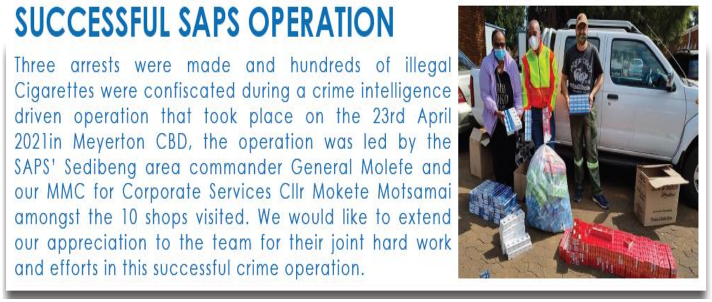
1. IGR Fora Report as per Section 10 of the IGR Policy (Policy approved per item C987/10/2013 dated 31 Oct 2013). Creating opportunity for Council to share information and networking. Promoting inter-governmental relations.

KEY PERFORMANCE AREA 2

The Key Performance Indicators supporting the objectives of KPA 2, linked to the relevant KFA, were approved as follows:

PERFORMANCE FRAMEWORK

KPA	KPA Definition	KFA	KFA Definition	Driver
KPA 2 Safety & Environment	To create a sustainable environment safe from harm	KFA 5: Safety & Security	To improve the safety of the community both on the roads and in the suburbs	COMM
		KFA 6: Emergency Services	To ensure adequate prevention measures as well as prompt response to emergencies	COMM



#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	COMM	KPI 043	KFA 05	Number of deployed Midvaal security patrollers	Agreement signed between Midvaal & related service providers	To enhance security	20	20	Target Achieved	None	Fully Effective
2	COMM	KPI 054	KFA 05	Review the Disaster Management Plan annually	Reviewed Disaster Management Plan by Executive Director: Community Services, approved with IDP for forth-coming year	The purpose is the compilation of a Disaster Management Plan complying with the Disaster Management Act, Act 57 of 2002, Section 48. Disaster Risk Management is defined as a continuous and integrated multi-sectorial and multi-disciplinary process of planning and implementation of measures aimed at disaster prevent, mitigation, preparedness, response, recovery and rehabilitation	1	1	Disaster Management Plan approved at Council meeting: 27 May 2021	None	Fully Effective
3	COMM	KPI 056	KFA 06	Number of actions executed against 3 identified industrial high risk environmental contraveners quarterly	Actions against the 3 identified high risk environmental contraveners, i.e.: (1) Inspection, (2) Follow-up audits and (3) Compliance Inspections	Midvaal Environmental Health Section identified high risk environmental contraveners via compliance inspections. Training is provided to the identified Safety Officers, i.e. theoretical training, follow-up inspections to monitor the effectiveness of the training and to ensure sustainability	9	9	Flexilube Eternal Build KPG Surfacing & Civils	None	Fully Effective

4	COMM	KPI 065	KFA 05	**Implementation of alternative traffic law enforcement method (Phase 2)**	**Implementation of Software (Phase 2)**	**Phase 1 = Procurement of Traffic Management Software, Phase 2 = Implementation of software**	**1**	**1**	**Target Achieved**	**None**	**Fully Effective**

JOINT FIRE AWARENESS AND ROAD WORTHY COMPLIANCE CAMPAIGN

A joint fire awareness and road worthy compliance campaign was led by MMC for Community Services Cllr Peter Teixeira at the Meyerton Taxi Rank on the 8th April 2021; the joint campaign was initiated to ensure that the community in Meyerton are abiding by the regulations and laws on the road, while simultaneously informing residents about the dangers and pre- cautions of fire.

PERFORMANCE NARRATIVE REPORT: KPA 2

The strategic objective of Key Performance Area 2 is to create a sustainable environment safe from harm. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To improve the safety of the community both on the roads and in the suburbs
- To ensure adequate prevention measures as well as prompt response to emergencies

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	-	-	-
Programmes	**(P)**	2	2	0
Activities	**(A)**	2	2	0

The activity and programme driven indicators achieved are:

1. The objective of the indicator is to invest in the training of identified youth to develop their skills and give them an accredited qualification to enter the workforce.

2. The compilation of a Disaster Management Plan complying with the Disaster Management Act, Act 57 of 2002, Section 48. Disaster Risk Management is defined as a continuous and integrated multi-sectorial and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation.

3. Midvaal Environmental Health Section identified high risk environmental contraveners via compliance inspections. Training is provided to the identified Safety Officers, i.e. theoretical training, follow-up inspections to monitor the effectiveness of the training and to ensure sustainability.

4. Implementation of alternative traffic law enforcement method, Phase 2, implementation of software.

KEY PERFORMANCE AREA 3

The Key Performance Indicators supporting the objectives of KPA 3, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 3 Social & Community Development	To create an environment focussed on uplifting the youth, the poor and the most vulnerable	KFA 7: Sport and Recreation Programmes & Facilities, including Parks & Open Space	To create an ecosystem of sports and recreation activities	COMM
		KFA 8: Libraries, Arts Culture and Special Programmes	To promote the development of cultural and social programs to uplift the community	COMM Executive Mayor

HIKING AND PICNIC EXPERIENCE IN MIDVAAL

The Midvaal Municipality hosted a Hiking and Picnic Experience on the 21st November 2020 at the Malonjeni Game Farm in Midvaal. This event was enjoyed by many of our residents and their families, including MMC for Development and Planning Cllr. Mokete Motsamai as they were able to enjoy the landscape and magnificent views that the municipality has to offer.

PROGRESS ON THE LAKESIDE PROJECT

On the 23rd June 2021, MMC for Engineering Services Cllr. Hennie Oosthuysen visited the construction site of Lakeside Sports Complex Ward 5 and the upgrading of Blackwood Transfer Station Project Ward 3. The Lakeside project took off in May 2021 and is scheduled for completion in May 2022, and the Blackwood Transfer Station Project started in April 2021 and will be completed in July 2021. Great progress has been made in completing this project thus far.

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	ENG	KPI 044	KFA 07	Completion of Phase 4 at the Lakeside Sport Centre and related Sports Infrastructure	Phase 4 - Completion Certificate signed off by Consultant for Ablution Facility & Combi-Courts	Development, construction and completion of a multi-purpose sport centre for the Lakeside Community (Ward 6). It is a 4 phase project, namely: Phase 1 = Earth Works Completed, Phase 2 = Fence and water connection completed (R2.5 m), Phase 3 = Construction of the Soccer Field (R3.9 m) and Phase 4 = Ablution Facility & Combi-Courts (R2.6 m)	1	1	Target Achieved	None	Fully Effective
2	COMM	KPI 046	KFA 08	Number of Gender, Elderly, Youth and Disabled Groups (GEYODI) programmes implemented per annum	Gender, Elderly, Youth or Disabled Groups (GEYODI) implemented according to approved Annual Year Planner	GEYODI, Gender, Elderly, Youth and Disabled Group programmes are focused on awareness and education of the community. It also creates a platform for early intervention where required	4	4	Target Achieved	None	Fully Effective
3	COMM	KPI 047	KFA 08	Number of Early Childhood Development Centres formalised	Early Childhood Development Programme Monitoring Tool (MRR) signed off by the Executive Director: Community Services (Certificate signed off by the Executive Director: Community Services)	Early Childhood Development Centres are inspected to monitor child development milestones and growth. Outcomes of the Assessment Reports are signed off by the Executive Director: Community Services	2	5	Target Exceeded	None	Outstanding Performance
4	COMM	KPI 048	KFA 08	Number of Day Mothers established	Signed contract per Day Mother, with implementing Non-Profit Organisation	A programme has been developed to assist with the establishment of day mothers and to encourage the signing of a contract with a Non-Profit Organisation	5	11	Target Exceeded	None	Outstanding Performance

PERFORMANCE NARRATIVE REPORT: KPA 3

The strategic objective of Key Performance Area 3 is to create an environment focusing on uplifting the youth, the poor and the most vulnerable. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To create an ecosystem of sports and recreation activities
- To promote the development of cultural and social programmes to uplift the community

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	1	1	0
Programmes	**(P)**	3	3	0
Activities	**(A)**	-	-	-

The programme and capital project driven indicators achieved are:

1. Early Childhood Development Centres are inspected to monitor child development milestones and growth and outcomes of the Assessment Reports are signed off by the Executive Director: Community Services.

2. A programme has been developed to assist with the establishment of day mothers and to encourage the signing of a contract with a Non-Profit Organisation.

3. Development, construction and completion of a multi-purpose sport centre for the Lakeside Community (Ward 6). It is a 4-phase project, namely: Phase 1 = Earth Works Completed, Phase 2 = Fence and water connection completed (R2.5 m), Phase 3 = Construction of the Soccer Field (R3.9 m) and Phase 4 = Ablution Facility (R2.6 m).

4. GEYODI, Gender, Elderly, Youth and Disabled Group programmes are focused on awareness and education of the community. It also creates a platform for early intervention where required

KEY PERFORMANCE AREA 4

The Key Performance Indicators supporting the objectives of KPA 4, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 4 Institutional Transformation	To transform and align the people, processes and systems of the municipality to achieve its objectives	KFA 9: Human Capital & Skills Development	To ensure adequate internal capacity and capability to deliver on the municipality's objectives	CORP Executive Mayor
		KFA 10: Performance Management	To develop and implement an effective and efficient performance management system	MM
		KFA 11: Systems & Technology	To enhance systems and technology to enable the municipality to deliver excellent customer experience	CORP
		KFA 12: Policies, Processes & Procedures	To write and review processes and procedures to ensure the objectives of the municipality are achieved	CORP ENG Executive Mayor

MIDVAAL WELLNESS DAY HELD WITH VARIOUS STAKEHOLDERS

The annual wellness day was held on the 30th of November at the Meyerton Town Hall in partnership with various stakeholders from health, fitness and financial institutions. The aim of the wellness day was to provide support to educate our employees about any underlying health related issues or to explore the complementary assistance offered.

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	CORP	KPI 021	KFA 11	Average percentage compliance to baseline turn-around time to attend to calls logged via the ICT Help Desk, per month	ICT Service Desk Report verified and signed off by the Director: ICT, by the 10th working day, monthly	To establish mechanisms to monitor performance of ICT staff	85%	85%	ICT Service Charter & Management Policy approved by Council and implemented, with effect 14 Dec 2020. The impact of the policy amendments resulted in the achievement of the target	The achievement of the target to be monitored and outcome reported to management, quarterly	Fully Effective
2	CORP	KPI 023	KFA 12	Number of average working days legal actions are assessed, per month	Legal & Property Action Register reflecting turn-around time to be within 4 working days (as per court rules, i.e. first day out and last day in, excluding weekends and public holidays) = Date of Receipt vs date of action/decision (determination of legal process to be followed)	To ensure timeous response to legal claims / actions and/or summonses served on Council to minimise delays and avoid punitive orders due to non-attendance of legal actions	4	1.98	357 legal actions were assessed within an average turn-around time of 2.37 working days Q1: 2.04 Q2: 3.00 Q3: 2.47 Q4: 1.98	15 legal actions were assessed outside the target turn-around time. The additional appointment will contribute positively with more complex actions	Above Expectations
3	CORP	KPI 024	KFA 10	Number of Section 52(d) - performance reports (SDBIP) submitted to Council quarterly	(1) Report considered by Council within 30 days after the end of each quarter (Council Resolution) (2) Assessment and Analysis Report received from the Gauteng Department of Co-operative Governance & Traditional Affairs (COGTA) on the Quarterly Performance Report	To comply with the requirements of Section 52(d) of the MFMA	4	4	Target Achieved	None	Fully Effective

4	CORP	KPI 028	KFA 09	(NKPI - 6) - Percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan (WSP)	Accumulative percentage of municipal budget allocated for training viz % spent reported as per the Solar print-out on Vote (All expenditure to include VAT) and signed off by Director	To monitor the implementation of Council's approved and funded Workplace Skills Plan (WSP)	93%	84%	Target not Achieved	The Section 71 Report reflects an 84% percent expenditure for training. This expenditure excludes the 20% amounts withheld, which was introduced as a control measure.	Not Fully Effective
5	CORP	KPI 029	KFA 09	(NKPI - 5) - Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved Employment Equity Plan	Report submitted into reporting cycle, signature and date of Committee Clerk, to Mayoral Committee, on verified number of appointed staff on the 3 highest levels (MM, HOD and Directors) as per the municipality's Annual Employment Equity Plan	To monitor new appointments in terms of Council's Annual Employment Equity Plan	1	1	Target Achieved	None	Fully Effective

PERFORMANCE NARRATIVE REPORT: KPA 4

The strategic objective of Key Performance Area 4 is to transform and align the people, processes and systems of the municipality to achieve its objectives. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To ensure adequate internal capacity and capability to deliver on the municipality's objectives
- To develop and implement an effective and efficient performance management system
- To enhance systems and technology to enable the municipality to deliver excellent customer experience
- To write and review processes and procedures to ensure the objectives of the municipality are achieved

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	-	-	-
Programmes	**(P)**	1	0	1
Activities	**(A)**	4	4	0

The activity driven indicators achieved, are:

1. To establish mechanisms to monitor performance of ICT staff.
2. To ensure timeous response to legal claims / actions and/or summonses served on Council to minimise delays and avoid punitive orders due to non-attendance of legal actions.
3. To comply with the requirements of Section 52(d) of the MFMA.
4. To monitor new appointments in terms of Council's Annual Employment Equity Plan.

The programme driven indicator not achieved, is:

5. To monitor the implementation of Council's approved and funded Workplace Skills Plan (WSP)

KEY PERFORMANCE AREA 5

The Key Performance Indicators supporting the objectives of KPA 5, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 5 Financial Sustainability	To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements	KFA 13: Financial Management	To manage the finances of the municipality in a manner that will enhance its financial viability and maintain sustainability	FIN
		KFA 14: Revenue Management	To protect and enhance revenue position of the position to enable the objectives of the municipality	FIN
		KFA 15: Supply Chain Management	To develop and maintain an effective supply chain which uplifts local business and youth.	FIN
		KFA 16: Asset Management	To adequately maintain the assets of the municipality	FIN

		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
1.	**Collection Rate (%)**	**93.76%**	**93.08%**	**94.16%**	**91.14%**	**94.51%**
2.	**Cost Coverage (Months)**	**2.16**	**3.04**	**4.06**	**5.23**	**5.76**
3.	**Budget Approved (Legislated)**	**25 May 2016**	**25 May 2017**	**31 May 2018**	**30 May 2019**	**28 May 2020**
4.	**Repair & Maintenance (Legislated)**	**5.50%**	**9.53%**	**9.61%**	**9.58%**	**9.52%**
5.	**Debt Coverage (Times)**	**20.59**	**24.87**	**24.01**	**19.83**	**21.23**
6.	**Liquidity Ratio (1 : 1)**	**2.12 : 1**	**2.3 : 1**	**2.18 : 1**	**2.52 : 1**	**3.64 : 1**
7.	**Outstanding Service Debtors (%)**	**28.22%**	**29.26%**	**33.83%**	**41.84%**	**42.81%**

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	FIN	KPI 007	KFA 13	(NKPI - 7c) - Annual Cost Coverage	Available cash + investments / Monthly fixed operating expenditure (cash expenditure)	This ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue. The target is one month, meaning that the Municipality must have at least cash equalling one month's fixed operation expenditure	2	5.76	The target is two months, meaning that the Municipality must have at least cash equalling two month's fixed operating expenditure. This target was exceeded thrice	None	Outstanding Performance
2	FIN	KPI 008	KFA 13	Annual Liquidity Ratio	Current Assets: Current Liabilities (as per the Statement of Financial Position) annually reported	The ratio is used to assess the Municipality's ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, inventory and receivables). The target 1.5 : 1 means, that the Municipality must have at least current assets equalling the current liabilities	1.5 : 1	3.64	The target 1.5 : 1 means, that the Municipality must have at least current assets equalling the current liabilities, this target was exceeded by 2.5 times	None	Outstanding Performance
3.1	MM	KPI 009	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	Unqualified	Clean Audit	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report, done weekly, Chaired by the Municipal Manager. Provincial Treasury and COGTA invited to attend weekly meetings	Fully Effective

3.2	CORP	KPI 009	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	Unqualified	Clean Audit	The target of Unqualified audit opinion was exceeded by a Clean Audit opinion, thus compliance to all relevant laws and regulations, Annual Financial Statements and Predetermined Objectives	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report, done weekly, Chaired by the Municipal Manager. Provincial Treasury and COGTA invited to attend weekly meetings	Above Expectations
3.3	FIN	KPI 009	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	Unqualified	Clean Audit	The target of Unqualified audit opinion was exceeded by a Clean Audit opinion, thus compliance to all relevant laws and regulations, Annual Financial Statements and Predetermined Objectives	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report, done weekly, Chaired by the Municipal Manager. Provincial Treasury and COGTA invited to attend weekly meetings	Above Expectations
3.4	DP	KPI 009	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	Unqualified	Clean Audit	The target of Unqualified audit opinion was exceeded by a Clean Audit opinion, thus compliance to all relevant laws and regulations, Annual Financial Statements and Predetermined Objectives	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report	Above Expectations

3.5	COMM	KPI 009	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	Unqualified	Clean Audit	The target of Unqualified audit opinion was exceeded by a Clean Audit opinion, thus compliance to all relevant laws and regulations, Annual Financial Statements and Predetermined Objectives	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report	Above Expectations
3.6	ENG	KPI 009	KFA 13	Audit opinion issued by the Auditor-General	The objective is to monitor the addressing of audit findings raised by the Auditor-General in the opinion expressed on the Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance to relevant Laws & Regulations	Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified	Unqualified	Clean Audit	The target of Unqualified audit opinion was exceeded by a Clean Audit opinion, thus compliance to all relevant laws and regulations, Annual Financial Statements and Predetermined Objectives	Monitoring and reporting of the OPCA Plan and managing of findings in the Management Report	Above Expectations
4	FIN	KPI 010	KFA 13	(NKPI - 7a) - Annual Debt Coverage	Total operating revenue - operating grants received / debt service payments due within the year. Operating grants will include all grants recognised as grants on the operating budget. Operating revenue will exclude capital revenue	The ratio indicates the Municipality's ability to meet at least its debt service payments (interest and redemption) commitments from cash and short-term investment without collecting any additional revenue. The target is 15 times meaning that the Municipality must have at least cash equalling 15 times the annual interest and redemption charges	15	21.23	The target is 15 times meaning that the Municipality must have at least cash equalling 15 times the annual interest and redemption charges, this target was exceeded by 6.23 times	None	Above Expectations

5	FIN	KPI 011	KFA 14	(NKPI - 7b) - Annual percentage of outstanding service debtors to revenue	Total outstanding service debtors (GROSS, excluding VAT) / revenue received for services calculated per annum (all consumer debtors included excluding developer contributions)	The ratio indicates the proportion of the Municipality's outstanding debtors in relation to its annual revenue. The target is 50% (maximum) meaning that the Municipality must have a gross consumer debtors balance of less than 50% of the annual revenue received for service charges	50%	42.81%	The target is 50% (maximum) meaning that the Municipality must have a gross consumer debtors balance of less than 50% of the annual revenue received for service charges, this target was exceeded by 7% with an actual achievement of 42.81%	None	Above Expectations
6	FIN	KPI 012	KFA 14	Percentage Collection Rate maintained, annually	Actual amount collected (cash) / amount billed for the period (per billing cycle - excluding any debt write-offs)	The ratio indicates the collection rate, i.e. % level of payments. It measures increases or decreases in debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The target is 93% meaning that at least 93% of the amount billed in a month must be collected in cash	90%	94.51%	The target is 93% meaning that at least 93% of the amount billed in a month must be collected in cash, this target was exceeded by 6% with an actual achievement of 94.51%	None	Above Expectations
7	FIN	KPI 013	KFA 14	(NKPI - 2) - Percentage of households earning less than R5 000 per month with access to free basic services	Percentage of number of households registered as formal indigent households who receive the benefit (subsidy) of free basic services	The ratio shows that all approved and registered indigents are receiving their municipal subsidies (free basic services, i.e. subsidy on property rates, waste removal, sewer and water) as per the approved Indigent Policy	95%	99% of 5 044	Target Exceeded	None	Above Expectations

8.1	MM	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget (all line items on capital budget)	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	87%	Saving of R3 million not deducted. Bronk Lane, Doornkuil, Compactor, Risiville (R17 million) were rolled overdue to legislative limitations. Vehicles on hire purchase not capitalised due to non-delivery. R2.7 mil Fire Engine which is still under construction.	Correct budgeting, Early procurement of hire purchase vehicles. Internal funding to be rolled over.	Not Fully Effective
8.2	FIN	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	99.81%	Target Exceeded	None	Above Expectations
8.3	CORP	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	67%	Target not Achieved. Land sale on offer to purchase on Doornkuil land not accepted by Sedibeng	The transaction was rescinded by Council.	Fully Effective
8.4	DP	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	98%	Target Exceeded	None	Outstanding

8.5	COMM	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	83.8%	Target not Achieved	Money not yet spent are committed. Compactor was a non-award and Fire Engine W-I-P	Not Fully Effective
8.6	ENG	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	89.15%	Target Achieved	More focus on the Electrical Section, assistance with adherence to procurement plan.	Not Fully Effective
9.1	MM	KPI 015	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	5%	4.50%	Target Achieved (Moderated)	None	Fully Effective

9.2	FIN	KPI 015	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	5%	4.50%	Target Achieved (Moderated)	None	Fully Effective
9.3	CORP	KPI 015	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	5%	4.50%	Target Achieved (Moderated)	None	Fully Effective
9.4	DP	KPI 015	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	5%	4.50%	Target Achieved (Moderated)	None	Fully Effective

9.5	COMM	KPI 015	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	5%	4.50%	Target Achieved (Moderated)	None	Fully Effective
9.6	ENG	KPI 015	KFA 15	Percentage of annual procurement spent awarded to Township Economics	Percentage calculated by dividing the total expenditure to township suppliers by the total procurement expenditure x 100	Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs	5%	4.50%	Target Achieved (Moderated)	None	Fully Effective
10.1	MM	KPI 016	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	3%	5%	Target Exceeded	None	Above Expectations

10.2	FIN	KPI 016	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	3%	5%	Target Exceeded	None	Above Expectations
10.3	CORP	KPI 016	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	3%	5%	Target Exceeded	None	Above Expectations
10.4	DP	KPI 016	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	3%	5%	Target Exceeded	None	Above Expectations
10.5	COMM	KPI 016	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	3%	5%	Target Exceeded	None	Above Expectations
10.6	ENG	KPI 016	KFA 15	Percentage of annual procurement spent awarded to Youth owned enterprises	Percentage calculated by dividing the total expenditure to youth suppliers by the total procurement expenditure x 100	Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger	3%	5%	Target Exceeded	None	Above Expectations

11	**FIN**	**KPI 017**	**KFA 16**	**Percentage of annual operational budget allocated to repairs and maintenance**	**Repairs & Maintenance Budget as a % of the total Operating Budget (exclusive of internal charges)**	**The Operating Budget is defined as the latest approved version of the budget, i.e. either the originally approved budget, or the adjustments budget in the case of Council approving an Adjustments Budget, inclusive of the approved virements that have been approved and processed in terms of the System of Delegations**	**8%**	**9.52%**	**Repairs & Maintenance Budget as 8% of the total Operating Budget (exclusive of internal charges), a target of 9.52% was achieved, namely R124 920 655 against an approved budget of budget of ? ? with an expenditure of 82.17%**	**None**	**Fully Effective**

ENTREPRENEURIAL WORKSHOP FOR THE YOUTH

MMC for Development and Planning Lynda Parsonson hosted young entrepreneurs from around Midvaal in the Sicelo Community Hall on the 13th May 2021. This initiative with the National Youth Development Agency was aimed at recruiting young people for business management training.

PERFORMANCE NARRATIVE REPORT: KPA 5

The strategic objective of Key Performance Area 5 is to improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To manage the finances of the municipality in a manner that will enhance its financial viability and maintain sustainability
- To protect and enhance revenue position to enable the objectives of the municipality
- To develop and maintain an effective supply chain which uplifts local business and youth
- To adequately maintain the assets of the municipality

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	6	3	3
Programmes	**(P)**	-	-	-
Activities	**(A)**	25	25	0

The activity and capital project driven indicators achieved are:

1. The annual cost coverage ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue. The target is one month, meaning that the Municipality must have at least cash equalling one month's fixed operation expenditure.

2. The annual liquidity ratio is used to assess the Municipality's ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, inventory and receivables). The target 1.5 : 1 means, that the Municipality must have at least current assets equaling the current liabilities.

3. Auditor-General opinion expressed on Annual Financial Statements (AFS), Pre-determined Objectives (PDOs) and Compliance must be financially unqualified. This indicator is relevant to all departments.

4. The annual debt coverage ratio indicates the Municipality's ability to meet at least its debt service payments (interest and redemption) commitments from cash and short-term investment without collecting any additional revenue. The target is 15 times meaning that the Municipality must have at least cash equaling 15 times the annual interest and redemption charges.

5. The annual percentage outstanding service debtors to revenue ratio indicate the proportion of the Municipality's outstanding debtors in relation to its annual revenue. The target is 50% (maximum) meaning that the Municipality must have a gross consumer debtor’s balance of less than 50% of the annual revenue received for service charges.

6. The collection rate ratio indicates the % level of payments. It measures increases or decreases in debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration. The target is 90% meaning that at least 90% of the amount billed in a month must be collected in cash.

7. The ratio shows the percentage of households earning less than R5 500 per month, with access to free basic services all approved and registered indigents are receiving their municipal subsidies (free basic services, i.e. subsidy on property rates, waste removal, sewer and water) as per the approved Indigent Policy.

8. The ratio indicating the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget. This indicator is relevant to all departments with an approved capital budget. The Departments: Finance, Corporate and Development & Planning have achieved their targets.

9. Expenditure to township suppliers (procurement to suppliers registered as township supplier based on their residential address) versus total procurement spent (all classes). Non-procurement spent is then removed based on the name of the supplier, i.e. Eskom (bulk electricity), Rand Water (bulk water) MLM (petty cash) and any employee related costs. This indicator is relevant to all departments.

10. Percentage of the value of the annual procurement through the formal bidding process that was awarded to businesses with owners that are 35 years of age or younger. This indicator is relevant to all departments.

The capital project driven indicators not achieved are:

1. The ratio indicating the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget. This indicator is relevant to all departments with an approved capital budget. The overall target has not been achieved as well as the Departments: Community & Engineering Services.

KEY PERFORMANCE AREA 6

The Key Performance Indicators supporting the objectives of KPA 6, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 6 Physical Infrastructure & Energy Efficiency	To ensure efficient infrastructure and energy supply that will improve the quality of life of the community	KFA 17: Electricity & Energy Efficiency	To plan, construct and maintain electricity networks and to improve energy efficiency	ENG
		KFA 18: Roads & Stormwater Infrastructure	To plan, construct and maintain roads and stormwater infrastructure	ENG
		KFA 19: Water & Sanitation Infrastructure	To plan, construct and maintain water and sanitation infrastructure	ENG
		KFA 20: Landfill Sites & Transfer Stations	To plan, construct and maintain landfill sites and transfer stations	ENG
		KFA 21: Municipal & Public Facilities	To plan, construct and maintain municipal and public facilities	ENG

THE AGED BULK PIPELINE PROJECT AND OFFICIAL OPENING

MMC for Engineering Services Cllr Oosthuysen and Ward 8 Cllr Ndebele were in Sicelo informal settlement on the 12th May 2021, to check up on the Replacement of the Aged Bulk Pipeline project's completion and official opening.

The budget for the project was R3,5 million, with a total pipe length of 1.5km and 196 taps which were also installed in recently allocated stands in the area. Local community members who were trained through the project were handed accredited plumbing certificates on the 15th April 2021 for work done on the project.

WATER PROJECT IN KLIPWATER

Midvaal Local Municipality successfully replaced a total length of 4.4km of Asbestos Cement pipeline with UPVC pipeline to reduce water losses and improve the level of service in Klipwater. The progress of this project was observed by the Executive Mayor Ald. Bongani Baloyi who during his site visit on the 21st April 2021.

HANDOVER OF 100 VIP TOILETS IN MIDVAAL INFORMAL SETTLEMENTS

On the 18th June 2021, MMC for Engineering Services Cllr. Hennie Oosthuysen together with the Engineering Department handed over 100 VIP toilets in the informal Settlements.

The overall project has covered seven informal settlements and over two hundred households, with local labour being sourced from each settlement.

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	ENG	KPI 030	KFA 17	Percentage of electricity losses not to exceed target annually	Loss electricity kW purchase/kW accounted for due to loss	Percentage of electricity losses not to exceed target annually	-11.50%	-18.21%	Target not Achieved. Illegal connections and dilapidated infrastructure	Continued maintenance and removal of illegal connections. Engaged with West Rand Municipality for benchmarking	Not Fully Effective
2	ENG	KPI 031	KFA 17	Terms of Reference Report III (TVR III) inclusive of Public Private Partnership (PPP) Agreement submitted to National Treasury by 30 June 2021	(1) Proof of submission of TVR III Report inclusive of PPP Agreement, to National Treasury by 30 Jun 2021 (2) Acknowledgement of Receipt from National Treasury	To ensure the implementation in terms of procurement for the proposed PPP mechanism for Electricity function in Midvaal	1	1	Feasibility study = TVR I done. RFP & PPP Agreement = TVR IIA, in process of TVR IIA. Delayed due to Covid and clarification process that had to be followed. Further delay on new TA team to be procured and can only be appointed by an incoming Council (If elections are postponed, this can delay the latter process) Exact timeline can only be determined when a new TA is on board	New TA to be appointed	Not Fully Effective
3	ENG	KPI 032	KFA 18	Number of square meters of tarred roads resealed annually	Accumulative square meters of tar roads resealed with (1) Fog-spray and/or (2) Slurry Seal	Number of square meters of tar roads rehabilitated and resealed	25 000 m²	68 915.50m²	Target exceeded. Value for money and the resurfacing has not been done for a long time in the Municipality	None	Outstanding Performance

4	ENG	KPI 033	KFA 19	Percentage of water losses reduced in line with the Water Demand Management (WDM) Plan per annum	kL water purchased divided by kL of water accounted for	To ensure by-law enforcement to benefit quality build environment and to ensure clean and transparent development through compliance	-24.50%	-38.17%	Target not Achieved, due to various factors identified.	Implementation of the 5-year approved water conservation water demand management plan/strategy	Not Fully Effective
5	ENG	KPI 035	KFA 19	(NKPI - 1b) - Percentage of households with access to basic sanitation	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	To increase the percentage of households with access to basic sanitation	67%	66.93%	Target Achieved	None	Fully Effective
6	ENG	KPI 037	KFA 19	(NKPI - 1a) - Percentage of households with access to basic water	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	To increase the percentage of households with access to basic water	72%	82.47%	Target Exceeded	None	Above Expectations
7	ENG	KPI 039	KFA 17	(NKPI - 1c) - Percentage of households with access to basic electricity	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	To increase the percentage of households with access to basic electricity	56%	62.08%	Target Exceeded	None	Fully Effective

8	COMM	KPI 074	KFA 20	Licensing Walkerville Landfill Site according to the new Regulations	Record of decision received from Gauteng Department of Agriculture and Rural Development (GDARD) regarding the Walkerville Landfill Site by 30 Jun 2021	To ensure the Walkerville Landfill Site is operated/legalised according to the new Regulations	1	0	Delays on obtaining detail designs from the consultants (New cell development not included in initial submission)	Fast track the progress on the designs for submission to GDARD	Not Fully Effective
9	ENG	KPI 075	KFA 18	Number of km of gravel road converted to tarred road annually	Completion certificate signed off by Head of Department by 30 Jun 2021 (Powerline Road (Glen Donald) = 1 km & Sicelo Phase 1 = 550m and Phase 2 = 550 m)	To increase access to roads infrastructure services	2.00	2.051	Target Achieved. Completion certificate signed off by Head of Department by 30 Jun 2021 (Powerline Road (Glen Donald) = 1 km & Sicelo Phase 1 = 550m and Phase 2 = 550 m)	None	Fully Effective
10	COMM	KPI 076	KFA 20	Initiate Phase 1: Component A - New identified landfill site and initiate process of acquisition	Phase 1: Component A - (1) New identified landfill site and (2) Initiate process of acquisition (Council Resolution) by 30 June 2021	To increase access to landfill infrastructure services: Phase 1: Component A - New landfill site identified and process of acquisition initiated (Council Resolution) and Component B - Licence Application Processed	Phase 1 - Component A completed (Council Resolution)	1	Target Achieved. Council Resolution: Oct 2020	None	Fully Effective

PERFORMANCE NARRATIVE REPORT: KPA 6

The strategic objective of Key Performance Area 6 is to ensure efficient infrastructure and energy supply that will improve the quality of life of the community. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To plan, construct and maintain electricity networks and to improve energy efficiency
- To plan, construct and maintain roads and stormwater infrastructure
- To plan, construct and maintain water and sanitation infrastructure
- To plan, construct and maintain landfill sites and transfer stations
- To plan, construct and maintain municipal and public facilities

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	4	3	1
Programmes	**(P)**	2	0	2
Activities	**(A)**	4	3	1

The activity driven indicators achieved are:

1. Number of square meters of tar roads resurfaced
2. To increase the percentage of households with access to basic sanitation
3. To increase the percentage of households with access to basic water
4. To increase the percentage of households with access to basic electricity
5. To increase access to roads infrastructure services - Powerline Road (Glen Donald) = 1 km & Sicelo Phase 1 = 550m and Phase 2 = 550 m
6. To increase access to landfill infrastructure services: Phase 1: Component A – New landfill site identified and process of acquisition initiated (Council Resolution) and Component B – License Application Processed

The activity driven indicators not achieved are:

1. Percentage of electricity losses not to exceed target annually

2. To ensure the implementation in terms of procurement for the proposed PPP mechanism for Electricity function in Midvaal

3. To ensure by-law enforcement to benefit quality build environment and to ensure clean and transparent development through compliance (water losses not to exceed - 24.50%)

4. To ensure the Walkerville Landfill Site is operated/legalised according to the new Regulations

KEY PERFORMANCE AREA 7

The Key Performance Indicators supporting the objectives of KPA 7, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 7 Services & Customer Care	To deliver inclusive and excellent services to the community	KFA 22: Water & Sanitation	To provide sustainable, reliable and affordable water and sanitation services to all residents	ENG
		KFA 23: Electricity	To provide sustainable, reliable and affordable electricity to all residents	ENG
		KFA 24: Cleansing & Waste Management	To provide sustainable, reliable and affordable waste disposal services to all residents	COMM

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	ENG	KPI 036	KFA 22	Number of additional formal households with access to basic level of sanitation per annum	Number of additional formal houses connected to basic sanitation (Monthly Solar Billing Report)	To increase the access to basic sanitation to formal households	500	761	Target Exceeded	None	Above Expectations
2	ENG	KPI 038	KFA 22	Number of additional formal households with access to basic level of water per annum	Number of additional formal houses connected to basic water (Monthly Solar Billing Report)	To increase the access to basic water to formal households	500	764	Target Exceeded	None	Above Expectations
3	ENG	KPI 040	KFA 23	Number of additional formal households with access to basic level of electricity per annum	Number of additional formal houses connected to basic electricity (Monthly Solar Billing Report)	To increase the access to basic electricity to formal households	500	1 800	Target Exceeded	None	Outstanding Performance
4	COMM	KPI 050	KFA 24	(NKPI - 1d) - Percentage of households with access to basic level of solid waste removal	Definition of a household = "residential property contained in the Municipal Valuation Roll, categorised as Residential. "Access to basic level" = billed account	Provision of access to the basic level of solid waste removal	86%	86.03%	Target Achieved	None	Fully Effective
5	COMM	KPI 051	KFA 24	Number of additional formal households with access to basic level of solid waste removal per annum	Number of additional formal houses serviced in terms of basic solid waste removal (Increase in number of service points). Monthly Solar billing report	Expansion of access to the basic level of solid waste removal in line with the development rate in Savanna City, Eye of Africa and any other possible developments	500	804	Target Exceeded	None	Outstanding Performance

PERFORMANCE NARRATIVE REPORT: KPA 7

The strategic objective of Key Performance Area 7 is to ensure efficient infrastructure and energy supply that will improve the quality of life of the community. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To provide sustainable, reliable and affordable water and sanitation services to all residents
- To provide sustainable, reliable and affordable electricity to all residents
- To provide sustainable, reliable and affordable waste disposal services to all residents

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	-	-	-
Programmes	**(P)**	-	-	-
Activities	**(A)**	5	5	0

The activity and programme driven indicators achieved are:

1. To increase the access to basic sanitation to formal households
2. To increase the access to basic water to formal households
3. To increase the access to basic electricity to formal households
4. Provision of access to the basic level of solid waste removal
5. Expansion of access to the basic level of solid waste removal in line with the development rate in Savanna City, eye of Africa and any other possible development

KEY PERFORMANCE AREA 8

The Key Performance Indicators supporting the objectives of KPA 8, linked to the relevant KFA, were approved and reported as follows:

PERFORMANCE FRAMEWORK

KEY PERFORMANCE AREA (KPA)	OBJECTIVE	KEY FOCUS AREA (KFA)	PRE-DETERMINED OBJECTIVE (PDO)	RESPONSIBLE DEPARTMENT
KPA 8 Economic Growth & Development	To facilitate the sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation	KFA 25: LED & Capacity Building	To facilitate and promote local economic growth	DP
		KFA 26: Spatial & Development Planning	To develop an effective spatial framework to promote development in the municipality, focussed on enabling and aligning development objectives	DP

MIDVAAL WORKSHOP TO EMPOWER SMALL, MEDIUM AND MICRO MEDIUM ENTERPRISES

The Midvaal Local Municipality's Development and Planning Department in collaboration with the epartment of Small Business Development (DSBD), and the Small Enterprise Development Agency (SEDA) held a three-day workshop on the 3rd of November 2020 at the Sicelo Community Hall, 4th November 2020 at the Lakeside Community Hall and 5th November 2020 in Mamello.

The workshop aimed to equip Small Businesses with the necessary information required so that their businesses are able and capacitated to deliver on the scope of work on time and with the expected quality. Topics covered included: Business Compliance and Development, as well as assisting township entrepreneurs in applying online for funding from the Small Enterprise Development Agency.

The workshop also included information on the land use processes and the cost associated with applying for the relevant land use applications for small businesses and home enterprises.

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	DP	KPI 002	KFA 26	Percentage compliance in terms of turn-around time maintained to consider building plan applications quarterly	(1) Percentage compliance to 30 calender day turn-around time, in terms of the National Building Regulations and Building Standards Act of 1977, (Building Plan applications exceeding 500 m^2 floor area) (2) Date of application received versus date considered (signature by Assistant Director: Building Control)	To monitor and improve the turn-around times for building plan applications in order to ensure faster development on the ground and to benefit the economy. To accelerate local economic development	90%	98.50%	406 building plan applications were received and 98.5% were considered within the target turn-around time of 30 calendar days	None	Outstanding Performance
2	DP	KPI 003	KFA 26	Percentage compliance in terms of turn-around time maintained to consider land use applications quarterly	(1) Percentage compliance to 8 months turn-around time, applications submitted in terms of SPLUMA (2) Date of Legally Compliant Application received versus Date Considered (Minutes of the Municipal Planning Tribunal or signature of authorised official)	To monitor and to improve the turn-around times for land use applications, in order to ensure faster development and to benefit the economy. Also to ensure new income revenue generation to the municipality. SPLUMA dictates a turn-around time of 14 months, however MLM adopted a 8 month-turn-around time	80% within 8 months	69%	Target not Achieved	Standard Operating Procedures to be developed and implemented for completeness of reporting	Not Fully Effective

3	DP	KPI 005	KFA 25	(NKPI - 4) - Number of jobs created through municipality's local economic development initiatives including capital projects	Report to Department of Labour approved by Mayoral Committee (Mayoral Committee Resolution) (EPWP and any other jobs created, excluding CWP). Report submitted into reporting cycle by 20 Aug 2020 (Proof of receipt by Committee Clerk) (2019/2020 = report)	To ensure that Midvaal Local Municipality's vision of growing the economy and creation of jobs be realised. The focus remains on Local Economic Development (LED)	1 500	1 866	Target Achieved	None	Above Expectations
4	DP	KPI 061	KFA 25	Percentage of land invasion complaints responded to within 48 hours, quarterly	(1) Register = Calculation of average percentage of complaints responded to (Date complaint lodged through Call Centre) versus date of responded (Site Inspection Report signed off within 48 hours = achievement of target) (2) Verification (correctness of evidence) signed off by Director by the 15th working day, quarterly	Prevention of illegal occupation of land, prompt response will assist in saving cost for legal fees and avoid MLM from having to provide alternative accommodation for land invaders	90%	84%	16 complaints of possible land invasion received. 84% were responded to within 48 hours	(1) Patrol vehicle to monitor hotspot areas (2) Land Invastion Committee meetings held bi-annually (3) Internal working processes stream-lined	Not Fully Effective
5	DP	KPI 070	KFA 26	Number of community campaigns conducted to communicate existing rebates/incentives within Development & Planning, quarterly	(1) Number of community campaigns conducted reported to the Mayoral Committee to reflect (1.1) Actions taken to escalate or create awareness of urban Planning Policies (2) Proof of report submitted into the reporting cycle by the 15th day of the quarter = signature and date receipt by Committees	To communicate existing rebates available in terms of developments for commercial and industrial investment and residential densification.	4	4	Target Achieved	None	Fully Effective

7	**DP**	**KPI 080**	KFA 26	**Percentage average turn-around time maintained to consider Certificates of Occupancy (COOs) for properties fully compliant to SANS 10400**	**Expected average turn-around time to issue Certificate of Occupancy (COO) not to exceed 14 calendar days. (1) Date of COO application received (2) Date of COO considered (signature by Assistant Director: Inspections Sub-Section) (3) Calculate average number of turn-around time maintained divided by number of COOs applications received = Average turn-around time maintained per quarter**	**Expected average turn-around time to issue Certificate of Occupancy (COO) not to exceed 14 days. (1) Date of COO application received (2) Date of COO considered (signature by Assistant Director: Inspections Sub-Section) (3) Calculate average number of turn-around time maintained divided by number of COOs applications received = Average turn-around time maintained per quarter**	**100%**	**99.25%**	**378 Certificates of Compliance received and 99.25% considered within a target turn-around time of 14 calendar days (Moderated)**	**None**	**Outstanding Performance**

PERFORMANCE NARRATIVE REPORT: KPA 8

The strategic objective of Key Performance Area 8 is to facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation. The achievement of this strategic objective is supported by the following pre-determined objectives, Key Focus Areas, namely:

- To facilitate and promote local economic growth
- To develop an effective spatial framework to promote development in the municipality, focused on enabling and aligning development objectives

The actual performance per indicator type is reported as follows:

TYPE OF INDICATOR		NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED
Capital Projects	**(CP)**	-	-	-
Programmes	**(P)**	1	1	-
Activities	**(A)**	5	4	1

The activity driven indicators achieved are:

1. To monitor and improve the turn-around times for building plan applications in order to ensure faster development on the ground and to benefit the economy and to accelerate local economic development.
2. To ensure that Midvaal Local Municipality's vision of growing the economy and creation of jobs be realised. The focus remains on Local Economic Development.
3. To communicate existing rebates available, in terms of developments for commercial and industrial investment and residential densification.
4. Expected average turn-around time to issue Certificate of Occupancy (COO) not to exceed 14 days

Activity driven indicator not achieved:

5. Prevention of illegal occupation of land, prompt response will assist in saving cost for legal fees and avoid MLM from having to provide alternative accommodation for land invaders.
6. To monitor and to improve the turn-around times for land use applications, in order to ensure faster development and to benefit the economy. Also to ensure new income revenue generation to the municipality. SPLUMA dictates a turn-around time of 14 months, however MLM adopted an 8 month-turn-around time.

CONSOLIDATED SUMMARY

KPA NO	TYPE OF INDICATOR	NUMBER	ACTUAL PERFORMANCE	INDICATORS NOT ACHIEVED	DEFINITION
KPA 1	Capital Projects (CP)	-	-	-	**Capital Project -** A capital project financed by public funds often seeks to build, renovate, or buy equipment, property, facilities, and parks; infrastructure and information technology systems are to be used as a public asset or to benefit the public.
	Programmes (P)	2	1	0	
	Activities (A)	3	2	1	
KPA 2	Capital Projects (CP)	-	-	-	
	Programmes (P)	1	1	0	
	Activities (A)	3	3	0	**Programmes -** A set of related measures or activities with a particular long-term aim
KPA 3	Capital Projects (CP)	1	1	0	
	Programmes (P)	3	3	0	
	Activities (A)	-	-	-	
KPA 4	Capital Projects (CP)	-	-	-	
	Programmes (P)	1	0	1	**Activity -** Something that you do or something that is going on
	Activities (A)	4	4	0	
KPA 5	Capital Projects (CP)	6	3	3	
	Programmes (P)	-	-	-	
	Activities (A)	25	25	0	
KPA 6	Capital Projects (CP)	4	3	1	
	Programmes (P)	2	0	2	
	Activities (A)	4	3	1	
KPA 7	Capital Projects (CP)	-	-	-	
	Programmes (P)	-	-	-	
	Activities (A)	5	5	0	
KPA 8	Capital Projects (CP)	-	-	-	
	Programmes (P)	1	1	-	
	Activities (A)	5	3	2	
		70	**58**	**11**	
	KPI 018 – Not applicable		**1**		

TYPE OF INDICATOR	TOTAL NUMBER	NOT ACHIEVED
Capital Projects (CP)	11	4
Programmes (P)	49	3
Activities (A)	10	4

13. Targets not fully achieved: 2020/2021

The following Key Performance Indicators (KPIs) were not fully effectively achieved. The causes that impacted negatively on the achievement, as well as the measures taken to improve performance, as required in Paragraph 1(c) of Section 46 of the Municipal Systems Act, Act 32 of 2000, are also reported:

#	RESPONSIBLE DEPARTMENT	KPI NO	KFA NO	KEY PERFORMANCE INDICATOR	DEFINITION	OBJECTIVE	ANNUAL TARGET	ACTUAL PERFOR-MANCE	REASON FOR PERFORMANCE	REMEDIAL ACTION	MEASURE OF ATTAINMENT
1	CORP	KPI 019	KFA 03	Number of Mayoral Committee reports on formalised Inter-governmental Relations (IGR) Fora meetings attended, per quarter	(1) Report submitted to Mayoral Committee to reflect (1.1) Type of meeting (1.2) Purpose of the Meeting (1.3) Department (1.4) Delegate attended. (2) Report submitted into reporting cycle within one month after the end of the quarter. (3) Proof of submission into reporting cycle = signature and date received by Committees	IGR Fora Report as per Section 10 of the IGR Policy (Policy approved per item C987/10/2013 dated 31 Oct 2013). Creating opportunity for Council to share information and networking. Promoting inter-governmental relations	4	3	Target not achieved. Date report submitted into the reporting cycle in Q2 exceeded expected turn-around time with 3 working days.	The late submission of the report was an isolated incident. Report to be submitted within the turn-around time as per the indicator definition	Not Fully Effective
2	MM	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget (all line items on capital budget)	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	87%	Saving of R3million not deducted. Bronk Lane, Doorkuil, Compactor, Risiville (R 17 million) were rolled overdue to legislative limitations. Vehicles on hire purchase not capitalised due to non-delivery. R2.7 mil Fire Engine which is still under construction.	Correct budgeting, Early procurement of hire purchase vehicles. Internal funding to be rolled over.	Not Fully Effective

3	COMM	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	83.8%	Target not Achieved	Monies not yet spend are committed. Compactor was a non-award and Fire Engine W-I-P	Not Fully Effective
4	ENG	KPI 014	KFA 15	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on the overall capital budget approved for the department	The ratio indicates the proportion of the Municipality's Capital Budget actually spent. The target is 90% meaning the Municipality must have a spending level of at least 90% of the Capital Budget	90%	89.15%	Target Achieved	More focus on the Electrical Section, assistace with adherence to procurement plan.	Not Fully Effective
5	DP	KPI 003	KFA 26	Percentage compliance in terms of turn-around time maintained to consider land use applications quarterly	(1) Percentage compliance to 8 months turn-around time, applications submitted in terms of SPLUMA (2) Date of Legally Compliant Application received versus Date Considered (Minutes of the Municipal Planning Tribunal or signature of authorised official)	To monitor and to improve the turn-around times for land use applications, in order to ensure faster development and to benefit the economy. Also to ensure new income revenue generation to the municipality. SPLUMA dictates a turn-around time of 14 months, however MLM adopted a 8 month-turn-around time	100% within 8 months	68.87%	Target not Achieved	Standard Operating Procedures to be developed and implemented for completeness of reporting	Not Fully Effective
6	ENG	KPI 030	KFA 17	Percentage of electricity losses not to exceed target annually	Loss electricity kW purchase/kW accounted for due to loss	Percentage of electricity losses not to exceed target annually	-11.50%	-18.21%	Target not Achieved. Illegal connections and dilapidated infrastructure	Continued maintenance and removal of illegal connections. Engaged with West Rand Municipality for benchmarking	Not Fully Effective

7	ENG	KPI 031	KFA 17	Terms of Reference Report III (TVR III) inclusive of Public Private Partnership (PPP) Agreement submitted to National Treasury by 30 June 2021	(1) Proof of submission of TVR III Report inclusive of PPP Agreement, to National Treasury by 30 Jun 2021 (2) Acknowledgement of Receipt from National Treasury	To ensure the implementation in terms of procurement for the proposed PPP mechanism for Electricity function in Midvaal	1	1	Feasibility study = TVR I done. RFP & PPP Agreement = TVR IIA, in process of TVR IIA. Delayed due to Covid and clarification process that had to be followed. Further delay on new TA team to be procured and can only be appointed by an incoming Council (If elections are postponed, this can delay the latter process) Exact timeline can only be determined when a new TA is on board	New Transaction Advisor to be appointed	Not Fully Effective
8	ENG	KPI 033	KFA 19	Percentage of water losses reduced in line with the Water Demand Management (WDM) Plan per annum	kL water purchased divided by kL of water accounted for	To ensure by-law enforcement to benefit quality build environment and to ensure clean and transparent development through compliance	-24.50%	-38.17%	Target not met. Refer to analysis under KPI	Implementation of the 5-year approved water conservation water demand management plan/strategy	Not Fully Effective
9	CORP	KPI 028	KFA 09	(NKPI - 6) - Percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan (WSP)	Accumulative percentage of municipal budget allocated for training viz % spent reported as per the Solar print-out on Vote (All expenditure to include VAT) and signed off by Director	To monitor the implementation of Council's approved and funded Workplace Skills Plan (WSP)	93%	84.20%	Target not Achieved	The Section 71 Report reflects an 84% percent expenditure for training. This expenditure excludes the 20% amounts withheld, which was introduced as a control measure.	Not Fully Effective

10	DP	KPI 061	KFA 25	Percentage of land invasion complaints responded to within 48 hours, quarterly	(1) Register = Calculation of average percentage of complaints responded to (Date complaint lodged through Call Centre) versus date of responded (Site Inspection Report signed off within 48 hours = achievement of target) (2) Verification (correctness of evidence) signed off by Director by the 15th working day, quarterly	Prevention of illegal occupation of land, prompt response will assist in saving cost for legal fees and avoid MLM from having to provide alternative accommodation for land invaders	90%	84.37%	16 complaints of possible land invasion received. 84% were responded to within 48 hours	(1) Patrol vehicle to monitor hotspot areas (2) Land Invastion Committee meetings held bi-annually (3) Internal working processes stream-lined	Not Fully Effective
11	COMM	KPI 074	KFA 20	Licensing Walkerville Landfill Site according to the new Regulations	Record of decision received from Gauteng Department of Agriculture and Rural Development (GDARD) regarding the Walkerville Landfill Site by 30 Jun 2021	To ensure the Walkerville Landfill Site is operated/legalised according to the new Regulations	1	0	Delays on obtaining detail designs from the consultants (New cell development not included in initial submission)	Fast track the progress on the designs for submission to GDARD	Not Fully Effective

15. <u>Performance of External Service Providers</u>

Section 116(2)(b) of the Municipal Finance Management Act, Act 56 of 2003, determines as follows:

The Accounting Officer must, inter alia -

"(b) monitor on a monthly basis the performance of the contractor under the contract or agreement.

(d) regular report to the council of the municipality or the board of directors of the entity, as may be appropriate, on the management of the contract or agreement and the performance of the contractor."

The performance of the appointed external service providers, according to the Supply Chain Management Policy & Procedures, is monitored on a monthly, quarterly, bi-annually or once-off, depending on the type of service rendered.

Performance of the service providers were monitored, measured and reported according to the agreed and accepted deliverables.

Appropriate remedial actions were implemented in cases of poor and/or under performance and continuously monitored by the end-user departments. In some cases, service providers were reported to National Treasury for further action.

15. General Key Performance Indicators

The Local Government Municipal Systems Act, 2000 (Act 32 of 2000) prescribes certain general key performance indicators to be included in the performance management system. The results of these ratios are as follows:

Section	Indicator	2016	2017	2018	2019	2020	2021
10(a)	**Percentage of households with access to basic level of:**	**29 964**	**29 852**	**38 046**	**38 046**	**38 046**	
	Water	75.8%	90.90%	75.39%	81.70%	82.76%	82.47%
	Sanitation	84.1%	77.93%	67.04%	66.25%	66.56%	66.93%
	Electricity	79.3%	79.33%	55.77%	53.47%	57.03%	62.08%
	Solid Waste Removal	83.1%	83.1%	86.90%	86.39%	86.30%	86.03%
10(b)	Percentage of households earning less than R1 100 per month with access to free basic services **Note:** The 100 % refers to number of households who have registered as indigents (earning less than R5 500 per month) and are entitled to free basic services.	100% of 1 166 registered indigents (earning less than R1 100 per month)	100% of 3 753 registered indigents (earning less than R1 100 per month)	100% of 4 088 registered indigents (earning less than R1 100 per month)	95% of 5 457 registered indigents (earning less than R3 500 per month)	98.01% of 5 330 registered indigents (earning less than R5 500 per month)	99% of 5 044 registered indigents (earning less than R5 500 per month)
10(c)	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	90%	91.15%	93.61%	92.32%	76.84%	87%
10(d)	Number of jobs created through municipality's local economic development initiatives including capital projects • Work Opportunities • Full Time Equivalent (FTE)	1 280 1 469.22	1 932	1 352 161	494	1 782	1 866
10(e)	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved Employment Equity Plan	1	10	6	5	5	
10(f)	Percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan	80.79%	93.84%	97.84%	98.68%	82.04%	84%
10(g)	**Financial Viability**						
	Debt Coverage	18 Times	21.36 Times	24.85 Times	24.01 Times	19.83 Times	21.23 Times
	Total (net) outstanding service debtors to revenue	33%	29.35%	29.26%	33.83%	41.84%	42.81%
	Cost Coverage	1.77 Months	2.16 Months	3.04 Months	4.06 Months	5.23 Months	5.76 Months

There were also several results which indicated that Midvaal Local Municipality remains a top performing municipality. The municipality gave access to basic municipal services to most of its community and can assist in local economic development projects that maintain the unemployment rate at below both Gauteng and National levels.

The Midvaal Local Municipality received awards in various categories and acknowledgements of various achievements.

2015 2016 2017 2018 2019 2020	**PMR Africa - Midvaal received awards for the following categories:** - Most pro-active mayor - Doing the most for job creation - Social upliftment - Combat Crime - Doing the most to attract foreign investment - Attract local investment - Clean the environment - Infrastructure development - Job Creation - 1st place in the category Overall Service to Residents
2013/2014 2014/2015 2015/2016 2016/2017 2017/2018 2018/2019 2019/2020	**Auditor-General (SA)** Midvaal achieved clean audits
2017	**SALGA** Midvaal received an award for Good Governance
2014 2015 2017 2018	**Annual Municipal Financial Sustainability Index compiled by Ratings Afrika** Midvaal ranked as the top performing municipality in Gauteng
2014	**Sedibeng Regional Survey Business Excellence Awards, conducted by PMR Africa** Midvaal won the award for "*The Institution doing the most to clean the environment"*
2014	Midvaal awarded Blue Drop Status

2018	**GCRO Survey** Best Performing Municipality in terms of Service Delivery Satisfaction

MIDVAAL LOCAL MUNICIPALITY CONTINUES TO SCOOP MORE AWARDS FOR STERLING PERFORMANCE 24 March 2021

Midvaal Local Municipality was awarded the Golden Arrow award by PMR Africa at Meyerton, Sedibeng district, Gauteng province.

This honour is awarded to municipalities and public entities that do the most to Combat crime; Job creation; Clean environment; Infrastructure development; Attract investment; and Social Upliftment.

The Executive Mayor, Ald Bongani Baloyi also tops the shortlist and was awarded the most pro-active Mayor award in Sedibeng District. The awards are the culmination of research processes whereby companies and institutions are rated based on respondents' perceptions with a strong focus on evaluating and measuring customer service and customer satisfaction.

The municipality will continue to hold its employees and its political custodians accountable while promoting stable governance and furthering the interest of the residence of Midvaal.

ISSUED ON BEHALF OF THE OFFICE OF THE EXECUTIVE MAYOR

The Executive Mayor, Ald Bongani Baloyi

"Service delivery is in our priority list, our commitment is to the residents of Midvaal Local Municipality,"

Audit Opinion

Midvaal has an excellent record of achieving unqualified audits. Since the establishment of the Midvaal Local Municipality in 2000, the municipality had two qualified audit opinions with unqualified audits in the other years.

The municipality achieved clean audits in 2013/2014, 2014/2015, 2015/2016, 2016/2017, 2017/2018, 2018/2019 and 2019/2020-financial years.

A combination of factors allowed Midvaal to obtain a clean audit.

MIDVAAL LOCAL MUNICIPALITY RECEIVES SEVENTH CONSECUTIVE CLEAN AUDIT FOR 2019/2020 FINANCIAL YEAR

25 March 2021

PROUDLY MIDVAAL

The Midvaal Local Municipality has received a clean audit outcome for the 2019/20 financial year, according to the Auditor General of South Africa (AG). This is the 7th consecutive clean audit that the municipality has received since 2013, when Executive Mayor Bongani Baloyi commence his term of office.

A clean audit refers to a financially unqualified opinion by the AG, indicating that each of the financial records provided by the municipality have no material findings or misrepresentations, and are in accordance with the law and regulations relating to spending on public funds.

Most important, clean audit is symbolic of a continued commitment to render service effectively, efficiently, and timeously to the residence of Midvaal. Midvaal Local Municipality remains the best performing municipality in Gauteng province, and continue to receive countless awards on clean governance and the most sustainable municipality.

The Executive Mayor wishes to dedicate this achievement to all municipal staff for their commitment towards ensuring good governance and maintaining the sustainability of the municipality. The AG report serves as a reminder that our mandate is to continue diligently and pro-actively serve the people of Midvaal.

ISSUED ON BEHALF OF THE OFFICE OF THE EXECUTIVE MAYOR

"The clean audit status reaffirms that we are committed to ensuring good governance and have a team of diligent and honest municipal staff, including senior officials, who work hard in ensuring that there is regular monitoring and evaluation," said The Executive Mayor, Ald Bongani Baloyi.

16. General

The Annual Performance Report, Annexure T, to the Annual Report (AR) consists of a combination of information contained in the Annual Financial Statements (AFS), Service Delivery & Budget Implementation Plan (SDBIP) and also the Annual Report (AR).

It is therefore recommended that these reports are all read together, as the one report supplements the other.

Mrs. N.S. Mhlanga
Municipal Manager

Alderman B.M. Baloyi
Executive Mayor: Midvaal Local Municipality