

| Supported KPA | Priority Area | IDP Objectives | IDP Objective No. | IDP Strategies | Key Performance Indicator | | | KPI Number | Baseline on the date of review | Annual Target | Activities | 0 | | POE | 2022/2023 Quarter 2 Target (October To December) | POE | Achieved /Not Achieved | Comment for achievement | Reason for non achievement | Corrective measure | Expenditure |
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| | | | | | Input | Output | Outcome | | | | | 2022/2023 Quarter 1 Target (July To) | 2022/2023 Quarter 2 Target (October To December) | | | | | | | | |
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| FINANCIAL VIABILITY | Revenue Management and enhancement | To increase own revenue collection to R120 000 000 for effective and efficient service delivery by June 2027 | FV 01 | 1. To review and implement the revenue enhancement strategy by June 2027 | 1. Inputs from the directorates on the review of Revenue Enhancement Strategy. | R20 000 000 of own revenue collected | Financial stability Improved service delivery | 4.1.1 | 90% billed and updated on billing system | Increased own revenue by collecting R20 000 000.00 by 30 June 2023 | 1. Upload General valuation on the system per category. 2. Assign approved tariffs per category on the system. 3. Review Cash receipt Journal against Bank Statement, Deposits slips and the general ledger. 4. Delivery of Statements to Customers. 5. Billing of interest on outstanding debts within 7 days. 6. Gazetting of By-laws. 7. Reconcile Government customers age analysis to the general ledger and | R3 000 000 collected on own revenue by 30 September 2022. | 1. Cash receipt Journal. 2. Age Analysis 3. Report on Revenue Collected | R12 000 000 collected on own revenue by 31 December 2022 | 1. Cash receipt Journal and Age Analysis 2. Section 52d report | Achieved | Revenue collected for property rates Refuse, Rentals and other income which include VAT, Sundry income and interest on investments | N/A | N/A | | 1 540,00 |
| | | | | 2. Achieving 100% billing for all services (rates, refuse, rentals and traffic fines) through maintenance of an effective billing system and database by June 2027 | Debtors statements, valuation Roll, Lease agreements, ticket books and Billing report | 100% billed customers as per billing system | Financial stability Improved service delivery | 4.1.2 | 100% billed customers and updated billing system | 100% billed customers as per the valuation roll by 30th June 2023 | 1. Capturing of General valuation on the system per category 2. Update customer information on the system with contact details. 3. Assign approved tariffs per category on the system. 4. Pre-billing of customers per Valuation Roll 5. Reconcile Pre-Billing report to General valuation roll and Supplementary Valuation Roll and correct reconciling items. 6. Reconcile valuation Roll to Deeds Report and follow up on | 100% billed customers for three months period as per the valuation roll, ticket books and lease register Quarterly deeds verification report. Agreed owner information on the financial system to deeds information. | Reconciliation of Billing report and valuation roll, ticket books and lease register | 100% billed customers for three months period as per the valuation roll, ticket books and lease register | Reconciliation of Billing report and valuation roll, ticket books and lease register Quarterly deeds verification report. | Achieved | 100% of customers were billed for the second quarter. Verification and reconciliation to ensure accuracy of our billing. Updated information on the billing system with the deeds information. Traffic fines, Lease register and deeds downloads have been verified for the quarter. | N/A | N/A | | 17 408,00 |
| | | | | 4. Develop and implement General and supplementary valuation rolls by June 2027 | 1. Deeds information per property 2. Land use management plan 3. Department of Public Works asset register | Updated Valuation Roll | Financial stability Improved service delivery | 4.1.3 | 2021/2022 General Valuation Roll and Supplementary Valuation Roll 4. | Developed supplementary valuation roll 5 (SV5) by 30 June 2023 | 1. Maintain a file of all objections lodged and prepare Objections register. 2. Request information from town planning and building control to inform the general and supplementary valuation. 3. Declaration of Date of Valuation by Council 4. Detailed Data Collection by the Property Valuer | Conducted data collection and captured the collected data on the system by 30 September 2022. | Progress report on data collected Draft General Valuation Roll | Developed draft Supplementary Valuation roll by 31 December 2022. | Progress report on data collected | Achieved | There are 10 properties that have been developed and they are going to be included in SV5. Draft Supplementary Valuation Roll 5 has been developed and will be availed to customers for comments. | N/A | N/A | | |

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| Financial Planning and Reporting | To compile credible annual and adjustment budgets that are aligned with Service Delivery Objectives and also compliant with MSCOA and GRAP standards by June 2027. | FV 02 | Timeous preparation of annual budget and adjustment budget in compliance with the MSCOA and MFMA requirements | Grant schedules; Inputs from the Directorates, NT Circulars, Division of Revenue Bill, Division of Revenue Act | One Adjustment Budget 2022/23, One Draft budget 2023/2024, One 2023/2024 and approved by the Council within legislated timelines. | Credible budgets aligned to service delivery objectives and compliant with MSCOA and GRAP standards. | 4.2.1 | 2021/2022 Approved final and adjustment budget | 1. 2022/2023 Adjustment Budget prepared and adopted by 28 February 2023 2. Draft budget 2023/2024 prepared and adopted by 31 March 2023. 3. 2023/24 Annual budget prepared and adopted by 31 May 2023 | 1. Consolidate budget inputs from the directorates. 2. Prepare adjustment budget. 3. Develop draft budget. 4. Capture budget to the Financial System. 5. Agree data strings to A and B schedules. 6. Submit draft, Annual and adjustment budget to council for approval. 7. Submit approved draft, Annual and adjustment budget to Treasury. 8. Circulation of system generated | 1. Circulated system generated budget to all directorates by 30 September 2022. 2. Budget vs Actual Expenditure Schedule. | 1. System Generated budget Report 2. Proof of circulation to directorates. 3. Budget vs Actual Expenditure Schedule. | 1. Prepared 2022/2023 draft adjustment budget by December 2022. 2. Monitored the Budget Vs Actual Expenditure by 31 December 2022. | 1. Draft adjustment budget 2. Budget vs Actual Expenditure Schedule. | Achieved | 1. Circulated system generated budget to all directorates in July 2022. 2. Monitored the Budget Vs Actual Expenditure for July 2022 to December 2022. 3. Prepared 2022/2023 Draft Adjustment Budget in December 2022. | N/A | N/A | R1 217 115 | | | | | |
| FINANCIAL VIABILITY | Expenditure Management | To implement of effective, efficient processes and systems of managing Municipal finances by June 2027 | FV 03 | Strengthen the effectiveness of expenditure control including procedures for approval, authorisation, withdrawal and payment of funds. | Internal and external Source documents (Supplier invoices, third party schedules, payroll inputs from Corporate services) Salaries paid on the 25th day of each month. Third parties paid within seven working days after the end of the month | Compliance with MFMA section 65 for effective and efficient service delivery | 4.3.1 | 2021/2022 Annual expenditure report | Produced 12 monthly expenditure reports prepared and circulated to all directorate within ten working days after the end of each month Reviewed expenditure made after year end and identified accruals and payables Creditors paid within thirty days of receipt of a valid invoice, Salaries paid on the 15th & 25th day of each month Third parties paid within | 1. Raise expenditure per expenditure vote on the GL. 2. Analyse expenditure per vote to identify misallocations. 3. Distribution of monthly expenditure reports to directorates. 4. Payment of creditors, third parties and salaries. 5. Identify accruals and consolidate the list as at year end. 6. Review all payments made after year end to eliminate misclassifications. Paid Staff and Councilors salaries by the 25th of each month Paid 3rd parties by the 7th day of each month | 1. Produced 3 monthly expenditure reports prepared and circulated to all directorate within ten working days after the end of each month 2. Reviewed expenditure made after year end and identified accruals and payables as at 30 August 2022. 100% Paid creditors within 30 days of receipt of valid invoice. Salary Reports Bank statement | 1. Proof of circulation of Expenditure Reports to Directorates 2. Monthly expenditure report 3. List of accruals and payables. | 3 monthly expenditure reports prepared and circulated to all directorates within ten working days after the end of each month | 1. Proof of circulation of Expenditure Reports to Directorates 2. Monthly expenditure report | Achieved | 1. Expenditure reports for the first & second quarter have been prepared and circulated to all directorates within ten working days after the end of each month. 2. Expenditure after year end has been reviewed and accruals and payables as at the end of the year has been identified. | N/A | N/A | 2 143 878,81 | | | | | |
| | | | | | | | | | Salaries paid on the 15th & 25th day of each month | | | | | | | | | | | | | | | |
| | | | | | | | | | Third parties paid within | | | | | | | | | | | | | | | |
| | | | | | | | | | Salaries paid on the 15th & 25th day of each month | | | | | | | | | | | | | | | |
| | | | | | | | | | Third parties paid within | | | | | | | | | | | | | | | |
| Supply Chain Management | To implement Supply chain Management related legislation for strengthened accountability and effective service delivery by June 2027. | FV 04 | Comply to Supply Chain Management implementation of regulations, procedures and reporting | Centralised supplier Database; Supply Chain Management policy, regulations and circulars, Standard Operating procedures, Deviation report, and Register for irregular expenditure | Four submitted supply chain management implementation report in line with section 52(d) and section 72 reports to the Council and to Treasury. | Compliance with chapter 11 of the MFMA. Strengthened accountability on municipal procurement processes. | 4.4.1 | 2021/2022 registers for deviations and irregular expenditure. | 1. Updated and maintained deviations and irregular expenditure by 30 June 2023 | 1. Submit reports on deviations and irregular expenditure (SCM implementation report) to the Council and Treasury through section 52(d) and Section 72 report. | 1. Submitted report (4th Quarter) on deviations and irregular expenditure (SCM implementation) to the Council and Treasury through section 52(d) report by 30 September 2022 | 1. Reports on deviations and irregular expenditure (SCM implementation) to Treasury & Council. 2. Proof of submission to Treasury and Council | Submitted report (1st Quarter) on deviations and irregular expenditure (SCM implementation) to the Council and Treasury through section 52(d) report by 31 December 2022 | 1. Reports on deviations and irregular expenditure (SCM implementation) to Treasury & Council. 2. Proof of submission to Treasury and Council | Achieved | Q4 & Q1: Section 52d report including deviations and irregular expenditure was submitted to Council and to Provincial Treasury. | N/A | N/A | NIL | | | | | |
| | | | | | | | | | Procurement plans from directorates. | 3 of procurement plans developed and 4 procurement reports submitted to Council | Efficiently managed institutional procurement processes. | 4.4.2 | 2021/2022 procurement plan | 1. Updated and maintained institutional procurement plan by 30 June 2023 | 1. Prepare and Consolidate procurement plans received from directorates. 2. Distribute the consolidated procurement plan to the directorates. 3. Report on progress of procurement on a Quarterly basis. | 1. Implemented the approved procurement plan by 30th September 2022. 2. Updated procurement plan and circulated to all directorates by 30th September 2022. | 1. Progress report on the implementation of procurement plan to directorates. 2. Proof of circulation of Approved Procurement Plan to directorates. | 1. Implemented the approved procurement plan by 31 December 2022. 2. Updated procurement plan and circulated to all directorates by 31 December 2022. | 1. Progress report on the implementation of procurement plan to directorates. 2. Proof of circulation of Approved Procurement Plan to directorates. | Achieved | Procurement for the first and second quarter has been implemented and Progress on the implementation of procurement plan has been circulated to all directorates | N/A | N/A | NIL |

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| | Financial Reporting | To strengthen compliance with MFMA calendar for accountability, transparency and good governance by June 2027 | FV 06 | Reconcile municipal accounts in line with the MFMA Calendar requirements | General ledger, age analysis, bank statements, VIP report, asset registers, billing reports, receipts, fuel slips, authorisation forms, | Prepared monthly reconciliations within ten working days after the end of each month | Credible financial reporting | 4.6.1 | 2021/2022 Reconciled control accounts | Reconciled control accounts (Payroll, creditors, debtors, assets, inventory, fleet, VAT, grants, investments and cash and cash equivalents within ten working days by 30 June 2023 | 1. Reconcile general ledger to the VIP report. 2. Reconcile general ledger creditors age analysis. 3. Reconcile general ledger debtors age analysis. 4. Reconcile fixed asset register to general ledger to the fixed asset register 5. Reconcile Fuel Slips, Repairs and Maintenance records to bank statement. 6. Reconcile general ledger to VAT 201. 7. Reconcile general ledger to the bank | Prepared three monthly reconciliations for all control accounts (Payroll, creditors, debtors, inventory, assets, VAT, grants, Fleet, investments and cash and cash equivalents) within ten working days of the following month. | Signed reconciliations | Prepared three monthly reconciliations for all control accounts (Payroll, creditors, debtors, inventory, assets, VAT, grants, Fleet, investments and cash and cash equivalents) within ten working days of the following month. | Achieved | Prepared three monthly reconciliations for all control accounts (Payroll, creditors, debtors, inventory, assets, VAT, grants, Fleet, investments and cash and cash equivalents) within ten working days of the following month. | N/A | N/A | NIL | |
| | | | | Preparation and submission of Annual Financial Statements in compliance with MFMA and standards of GRAP | General ledger, Trial balance, Lead schedule and Audit file, | GRAP compliant Annual Financial Statements | Improved financial accountability and good governance | 4.6.2 | Audited Annual Financial Statements 2020/2021 | 1. Developed and submitted GRAP compliant 2021/2022 Annual Financial Statements by 31 August 2022. Developed 2022/2023 Interim financial statements by 31 May 2023. | 1. Develop financial statements process plan. 2. Perform all year end procedures. 3.Reconcile General Ledger to the source documents. 4. Map Trial balance to caseWare system. 5. Prepare financial statements. 6. Develop audit file checklist. 7. Compile the audit file. 8. Submit annual financial statements to the Auditor General SA. 9. Submit annual financial statements to | 1. Developed and submitted GRAP compliant 2021/22 Annual Financial Statement to the Auditor General, Provincial and National Treasury by 31 August 2022. | 1. Annual financial statements 2. Proof of submission of AFS to AG 3. Proof of submission of AFS to the Provincial and National Treasury. | 1. Submitted Adjusted Annual Financial Statements to Auditor General by 30 November 2022. 3. Proof of submission of AFS to AG 3. Proof of submission of AFS to the Provincial and National Treasury. | Achieved | 1. Developed and submitted GRAP compliant 2021/22 Annual Financial Statement to the Auditor General, Provincial and National Treasury on the 31 August 2022. 2. Submitted Adjusted Annual Financial Statements to Auditor General by in December 2022. | N/A | N/A | 864 388,53 | |
| | | | | Preparation and submission of section 71, 52(d) 72 and A.B & C-Schedule reports | General ledger, Supply chain management report | Prepared and submitted financial reports (section 71, 52d 72 reports) to Council, Treasury and Cogta | Improved financial accountability and good governance | 4.6.3 | Section 71, 72, 52d reports submitted to PT and NT | Prepared Section 71, 52d, 72 and C-Schedule reports and submitted to Council by 30 June 2023 | 1. Confirm the completeness and accuracy of the general ledger. 2. Prepare section 71, 52d, 72 and C-Schedule, reports for submission to the Municipal Manager, Mayor and to the Treasury. | 1.Three monthly MFMA section 71 and C-Schedule reports prepared and submitted to the office of the MM by the 10th working day of each month. 2. Fourth quarter MFMA Section 52(d) report including section 66 prepared and submitted to Council and Treasury | 1. Proof of submission to the MM's office for section 71 and C schedule report 2.Signed and submitted of Section 52(d) to Council and Treasury 3. Proof of submission to Provincial and National Treasury and to council | 1.Three monthly MFMA section 71 and C-Schedule reports prepared and submitted to the office of the MM by the 10th working day of each month. 2. Fourth quarter MFMA Section 52(d) report including section 66 prepared and submitted to Council and Treasury | Achieved | 1.Monthly MFMA section 71 and C-Schedule reports were prepared and submitted to the office of the MM by the 10th working day of each month. 2. 2021/2022 Fourth quarter a nd 2022/2023 First Quarter MFMA Section 52(d) report including section 66 were prepared and submitted to Council and Treasury. | N/A | N/A | NIL | |
| GOOD GOVERNANCE | Compliance with legislation | To strengthen internal controls, systems and procedures in line with municipal legislative prescripts to achieve clean governance and maximise service delivery by June 2027 | GG 10 | Develop, review and coordinate implementation of policies, sector plans and by-laws | Policies, by laws and sector plans. | Number of sector plans, by-laws and policies, review sessions coordinated and number of policies developed and reviewed | Clean and accountable governance | 5.10.1 | Approved Budget related policies | Developed and reviewed budget related policies by 30 June 2023 | 1. Develop Gap analysis on the reviewed policies 2. Research on new legislative requirements 3. Reviewed budget related policies 4. Submit reviewed and new developed policies to Council for approval | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | |
| LED | Job Creation | To create work opportunities through EPWP by June 2027 | LED 07 | Identify EPWP projects through implementation of EPWP Policy | EPWP Policy and Ministerial Determination | 6 job opportunities created | Reduction of unemployment levels. | 3.7.1 | 5 job opportunities created for the financial year 2021/2022 | Conducted on job training of 6 EPWP interns by June 2023 | 1. monthly payments of EPWP 6 EPWP by 30 September 2022 | On-job training of 6 EPWP by 30 September 2022 | 1. Attendance register 2. Training and Monitoring report 3. EPWP Contracts | On-job training of 6 EPWP by 31 December 2022 | 1. Attendance register 2. Training and Monitoring report | Achieved | There were 6 EPWP Trainees appointed for the on-job training. | N/A | N/A | 170 940,00 |

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| LED | LED/ SMME | To establish new investments, retention & expansion of existing businesses for sustainable economic growth June 2027 | LED 01 | Source funds for SMME infrastructure development | Land, Business Plan, Proposals, Database for SMMEs | Funding secured for establishment of economic hub | Conducive environment for SMMEs to operate and jobs secured | 3.1.2 | 1. Awards register for all awards from July to December 2021 that are above R30 000.00 has been consolidated. 2. Local Beneficiation report for the period ended 31 December 2021 has been prepared. The beneficiation of local SMMEs is currently sitting at 70%. Contracts register has been consolidated for all contracts or awards that | Monitored beneficiation of local SMME at 30% of the total SCM awards by 30 June 2023. | 1. Monthly consolidation of all awards above R30 000 2. Report on awards benefited by local versus external service providers 3. Conduct Supply Chain day. | 1. Consolidated contracts register for the awards above R30 000 by 30 September 2022. 2. Prepared the report on local beneficiation versus external service providers by 30 September 2022. | 1. Contracts register 2. Report on local beneficiation | 1. Consolidated Contracts register for the awards above R30 000 by 31 December 2022. 2. Prepared the report on local beneficiation versus external service providers by 31 December 2022. | 1. Contracts register 2. Report on local beneficiation | Achieved | Contracts register has been consolidated for all awards above R30000. Local Beneficiation report has been prepared | N/A | N/A | NIL |
| Good Governance | Audit | To provide clean and accountable governance structures by June 2027 | GG 05 | Coordinate development, implementation and monitoring of Audit action plan | 2020/2021 AG Management and audit report, terms of reference for operation clean audit committee, operation clean audit committee, 2020/2021 audit action plan | 90% of 2020/21 and 60% of 2021/2022 Audit findings reduced | Clean and accountable governance | 5.5.7 | 2020/2021 AG management report, audit report and Approved 2020/2021 audit action plan. | Coordinate development, monitoring and reduce 90% of 2020/21 and 60% of 2021/2022 Audit findings by June 2023. | Coordinate development of audit action plan and submit to council for approval Coordinate sittings of the operation clean audit committee Consolidate the progress on implementation of audit action plan and PDEs for submission to internal audit Coordinate monitoring of implementation of ASISA findings | 90% reduced Auditor General findings for 2020/2021 | Progress report on Implementation of Audit Action Plan | No target | N/A | Achieved | The 2020/21 Audit findings were reduced by 93%. There were 41 audit findings, and 38 findings were resolved. | N/A | 0 | 2941869.37 |
| Good Governance | Risk | To provide quality service delivery through mitigation and reduction of strategic and operational risks by June 2027 | GG 06 | Coordinate development, review and monitoring of strategic, fraud and operational risk registers | Risk management policy, Fraud and anticorruption prevention policy, strategic, fraud and operational risk registers | 80% of mitigated risks | Improved service delivery | 5.6.1 | 2021/2022 strategic risk registers, fraud risk register, operational risk registers and 46% strategic risks, 27% fraud risks, 51% operational risks mitigated as at mid year 2021/2022. | 2023/2024 Strategic and fraud risk register developed and 2023/2024 Financial Management services operational risk register developed and 80% of 2022/2023 mitigated risks by June 2023 | Coordinate risk assessment workshop for development of strategic risk register Consolidate draft strategic risk register for submission to audit committee, EXCO and Council for approval Coordinate development of operational risk registers by all directorates Monitor mitigation of Strategic, fraud and Operational Risks | 20% of 2022/2023 mitigated risk | Risk management Report and risk register | 40% of 2022/2023 mitigated risk | Risk management Report and risk register | Achieved | The Operational risk was mitigated by 53%. There were 22 risks identified, 67 number of actions to mitigate risks, and there are 36 actions implemented. | N/A | N/A | NIL |
| Good Governance | PMS | To improve municipal performance towards achieving service delivery objectives by June 2027 | GG 05 | Coordinate monitoring, evaluation and measure performance | PMS policy, IDP/PMS Process Plan, PMS Procedure Manual |signed performance agreements for Managers and Officers Number of Institutional Performance Evaluation reports and Individual Performance evaluation reports | Improved Institutional and individual performance | 5.5.4 | 2020/2021 signed performance agreements for Managers and Officers. | 2022/2023 signed Performance agreements for Managers and Officers. 2 Individual Performance Evaluations (Annual performance, 2021/2022 and Mid-Term 2022/2023) coordinated by June 2023 | Coordinate the signing of the PMS contracts and agreements for managers and officers. Facilitate sittings of Employee Performance Evaluations | 2022/2023 Performance agreements for Managers and Officers signed. | Report on signed Performance Agreements | Individual Performance Evaluations for officers (Annual 2021/2022) coordinated | Performance Evaluation Report and attendance registers | Not achieved | N/A | Performance agreements for 2022/2023 financial year for Managers and Officers were signed. The performance evaluation for officers was conducted on the 02 December 2022. Performance assessments were not concluded for all officers due to conflicting work demands and availability of the officers. | Performance assessments will be conducted by end March 2023 | NIL |

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| Good Governance | Compliance with Legislature | To strengthen internal controls, systems and procedures in line with municipal legislative prescripts to achieve clean governance and maximise service delivery by June 2027 | GG 12 | Coordinate monitoring, evaluation and measure performance of Service of Service Providers | Signed SLA's, MOU's, SCM policy and Appointment letters | Number of Service provider performance reports | Improved Service Delivery | 5.12.3 | Existing contracts signed with service providers | Monthly monitored performance of Department's Service Providers in line with contract register as per set deliverables by June 2023 | Facilitate availability of service level agreements for the appointed service providers Consolidate report on performance of service provider in line with the approved SLA. Submit report on monitored performance of service providers to BTO | Monthly monitored performance of Service Providers in line with contract register as per set deliverables | Monthly Progress Report | Monthly monitored performance of Service Providers in line with contract register as per set deliverables | Monthly Progress Report | Achieved | Monthly monitored performance of Service Providers (CCG Systems and KHM JV Rakoma, Sizane Consulting, Lateral Union and Credit Interi Associates Inc, Iheans, Click and Travel, Allenio) in line with contract register as per set deliverables | N/A | N/A | NIL |
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