



2022/2023

**UMSHWATHI
MUNICIPALITY
2022/23 ANNUAL
PERFORMANCE REPORT**

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2. Foreword by the Mayor

My fellow citizens

I am delighted to present to you the Municipal Annual Performance Report, which highlights the achievements, challenges, and progress made in the past year. The Annual Performance Report (APR) demonstrates our dedication to transparency and accountability in our service to the community.

In the past year, we have encountered many obstacles, such as limited resources and increasing demand for services. Despite facing these obstacles, we have remained unwavering in our commitment to enhancing the quality of life for all residents and fostering sustainable development throughout our municipality.

We have successfully implemented infrastructure projects that effectively address the needs of our community. However, poverty, unemployment, historical inequalities, and inadequate housing continue to persist as significant ongoing issues. We are dedicated to addressing these issues and ensuring that the citizen is included and supported.

I would like to express my heartfelt appreciation to the hard-working municipal staff, councillors, and community members who have put in endless efforts to make these accomplishments a reality. Your passion, commitment, and resilience have played a crucial role in creating positive change in our municipality.

Let us work together to create a thriving, diverse, and environmentally conscious community that fills us all with pride. I kindly request that you take the time to review this annual performance report and share your constructive criticism, suggestions, and ideas. Together, let us strive towards a brighter future.

Yours sincerely

Cllr GM Zondi
Honourable Mayor

3. Foreword by the Municipal Manager

I am delighted to share with you the Municipal Annual Performance Report. This report provides an in-depth account of the municipality's performance during the 2022/23 financial year, as outlined in the council's adopted IDP. It signifies the commitment of management to uphold the principles of transparency, accountability, effective governance, and Service delivery.

The report provides an overview of the performance of the municipality in several key areas, including service delivery, infrastructure development, financial management, and governance. We have made significant efforts to provide accurate reflection on the performance by using relevant information, along with clear indicators and targets, in relation to our established objectives. We were able to spend our infrastructure funds within the pre-determined time frame.

The municipal team has made commendable efforts to address the needs of the community. We have achieved significant improvements in revenue collection, effective expenditure control, and enhanced financial transparency. Our effective budgeting and management practises have allowed us to optimise the utilisation of resources and avoid wastage. We have closed the financial year with the positive balance.

To enhance our service delivery plans, we have prioritised the timely filling of all heads of department positions. This has helped reduce administrative issues that arise during leadership transitions. The municipality is committed to fostering a culture of continuous improvement by learning from our experiences and implementing best practises to improve our performance. Further, we have exposed our employees to various capacity building programmes to keep them abreast with latest developments.

I would like to express my gratitude to dedicated municipal staff, councillors, and partners who have played a significant role in our achievements. The dedication, professionalism, and commitment of our team have been instrumental in driving our progress.

Sincerely yours.

NM Mabaso

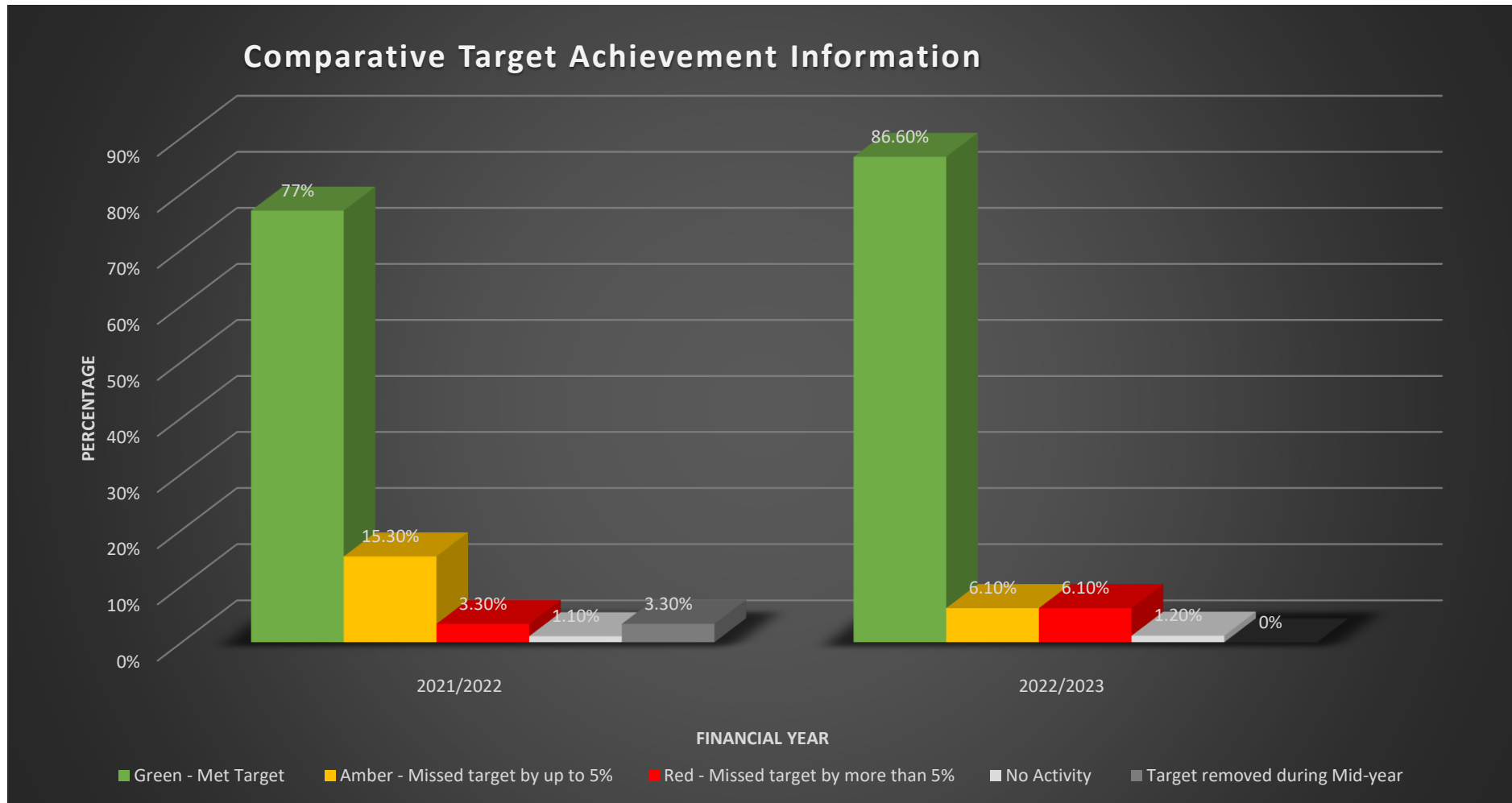
Municipal Manager

4. Summary

- This report includes highlights from the Key Performance Measures included in the IDP 2022/23. These priority measures constitute the Organisational Scorecard/ SDBIP for 2022/23.
- This report presents the year-end performance results for 2022/23. The results are assessed using traffic light criteria; to determine their performance against set targets. A dashboard that summaries performance of the Municipality as per the scorecard is illustrated by Graphs.
- At the end of quarter 4 (April to June 2022), the municipality achieved 92.3% of priority performance measures which is 0.4% more than previous financial year. Areas for improvement are shown in Graphs. The Accounting Officer has provided comments on how to improve performance.
- In 2022/23, performance is more by 0.4% when compared with 2021/22.
- It is worth noting that the targets achieved in 2022/23 financial year have increased from 77% to 86.6 %. Benefits from transformational challenges taking place are starting to have an impact. Ultimately, uMshwathi Municipality has achieved R 107 755 million savings for the financial year, maintained good levels of service delivery (as demonstrated through comparative information), and seen increased levels of satisfaction across several services.
- Performance Monitoring underpins the Municipality' IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money. Early investigation of variances enables remedial action to be taken where appropriate.

5. Overall Performance Graphs and Dashboard Information

There are 28 strategies contained within all 6 National KPAs and 82 performance indicators in the Organisational Scorecard/ SDBIP.



Graph 1: Comparative Target Achievement Information

2022/23 Financial Year: Achieved + Partial = 92.7%.

6. Performance Management Processes

The process being outlined hereunder is at the Strategic level of the Municipality whereby it will determine how the General Managers are responsible for the Planning, Implementation, Monitoring and Evaluation as well as reporting. Organisational Performance also audited by Internal Auditors as well as External Auditors.

UMshwathi Municipality has a Performance Management Framework in place and meet the minimum legislative requirements.

The following processes are followed:

- Quarterly Departmental performance management system (PMS) reports and proof of evidence (POE) submitted to relevant Portfolio Committees.
- Auditing of performance information.
- Organisational performance reports are presented to Performance Audit Committee, Executive Committee (EXCO) and Council quarterly.
- Compile Annual Performance Report.

Challenges:

- Lack of inter-departmental collaboration hinders other Departments from achieving their targets.
- Poor quality of portfolio of evidence and late submission of reporting templates.
- Non- compliance for failure or late submission of reports.

7. Performance and Supporting Information

This section indicates more in detail the performance of uMshwathi Municipality for the financial year 2022/23 and refers to the supporting documentation (portfolio of evidence are on files), including the Organisational Scorecard. The performance reporting of the Municipality is done in line with the 6 national key performance areas and in line with section 46 requirements of the Municipal Systems Act and therefore reflects the performance of the Municipality for the financial year.

Background to Organisational Scorecard

- The Organisational Scorecard **Appendix 1** approach reflects the 6 national Key Performance Areas (KPA's) and local priorities and enables a wider assessment of how the Municipality is performing.
- In the **Scorecard Model, Key Performance Areas** the performance indicators are grouped together based on the type of indicators, in other words all the input indicators are grouped together into one category and the same with the process output and outcome indicators.
- These were approved by the Mayor on 06 June 2022 as regulated and were submitted to Council on 29 June 2022. During Mid-year, targets were reviewed as per the approved PMS framework, submitted, and approved by Council in February 2023.

The traffic lights system used to report performance is explained as follows:

- **Green** – Performance meets target.
- **Amber** – Target is partially achieved and is above 50% to 98%.
- **Red** – Target is not achieved and is below 50%.

The performance of 2022/23 financial year shows improvement of 0.4% as reflected below:

- 92.3% of measures have met the year-end target.
- 92.7% of measures have improved performance compared to last year.

The comparative summary performance of 2021/22 and 2022/23 financial years is broken down as shown on the table below

Performance	2021/22	2222/23
Green – Met target	77%	86.6%
Amber – Missed target by up to 5%	15.3%	6.1%
Red – Missed Target by more than 5 %	3.3%	6.1%
No activity	1.1%	1.2%
Target Removed During Mid-Year	3.3%	0%

Table 1: Comparative Target Achievement Information (Table Form)

8. Amendments to the SDBIP effected at Mid-year.

Amendments, adjustments made to the SDBIP performance targets at mid-year budget adjustment, including reasons for the adjustments and Council resolution approving the adjustment.

2022/23 ADJUSTMENT OF SDBIP/ SCORECARD

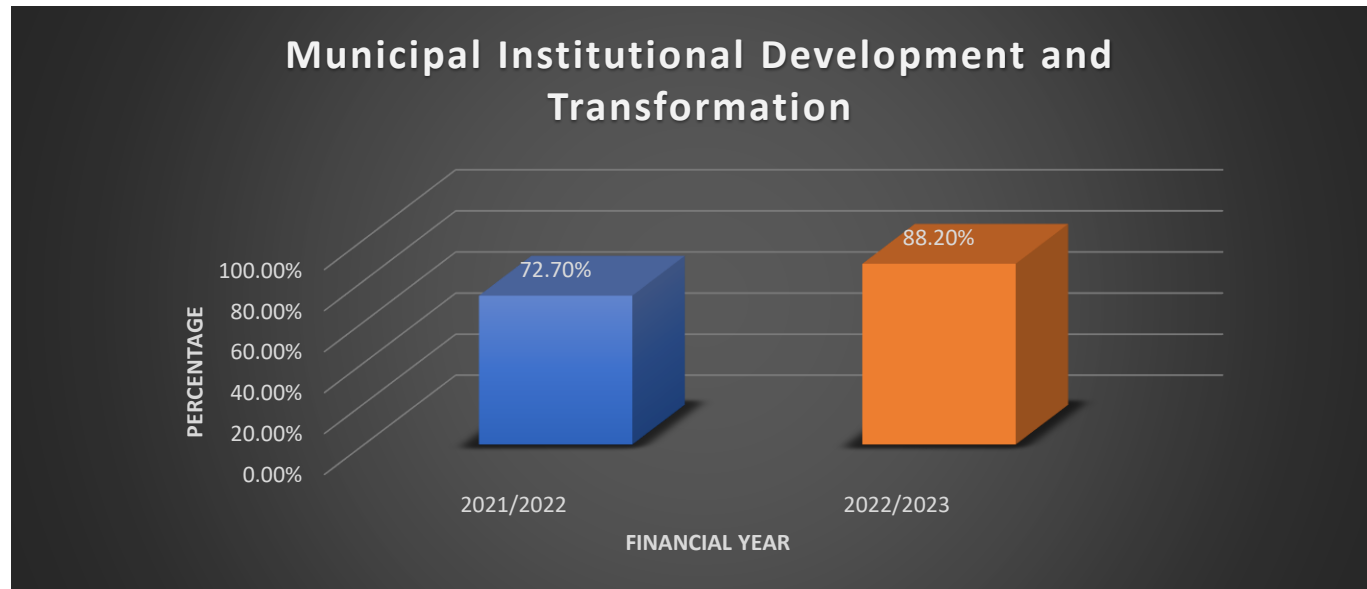
- Resolution number C1988 of 28/02/2023
- The adjustment of 2022/23 SDBIP/ Scorecard be approved.
- The targets adjusted due to financial constraints.

9. Analysis of current 2022/2023 Financial Year Performance per Key Performance Area

9.1 Municipal Institutional Development and Transformation

Municipal Institutional Development and Transformation	2021/22 Performance	2022/23 Performance
Overall Score for the KPA	72.7%	88.2%

The overall score for the KPA is 88.2% for 2022/2023, up by 15.5% percentage from 2021/2022.



Graph 2: MID&T Score for 2021/22 and 2022/23

9.1.1 Performance Highlights for 2022/23

- Implemented all ICT projects as per SDBIP and Procurement plan and some before target date.
- Additional internet installed in wards 4 and 11.
- Reviewed human resources policies to align with new Staff Regulations and developed 3 more new policies.
- Awarded 5 bursaries.
- Submitted 8 Reports to EXCO & Council on HR activities.
- Successfully handled all disciplinary issues referred to corporate services.
- Submitted 11 Fleet reports.
- Improved fleet management controls by implementing a curfew for all municipal vehicles.
- High uptake and utilization of virtual platform to conduct the Council business.

9.1.2 Challenges

- Poor attendance in training and employee wellness programs.
- SCM delays in procurement of goods and services.
- Late submission of reports by managers for agenda compilation
- Vacant position of ICT Desktop
- Non-attendance of the members of the steering committee

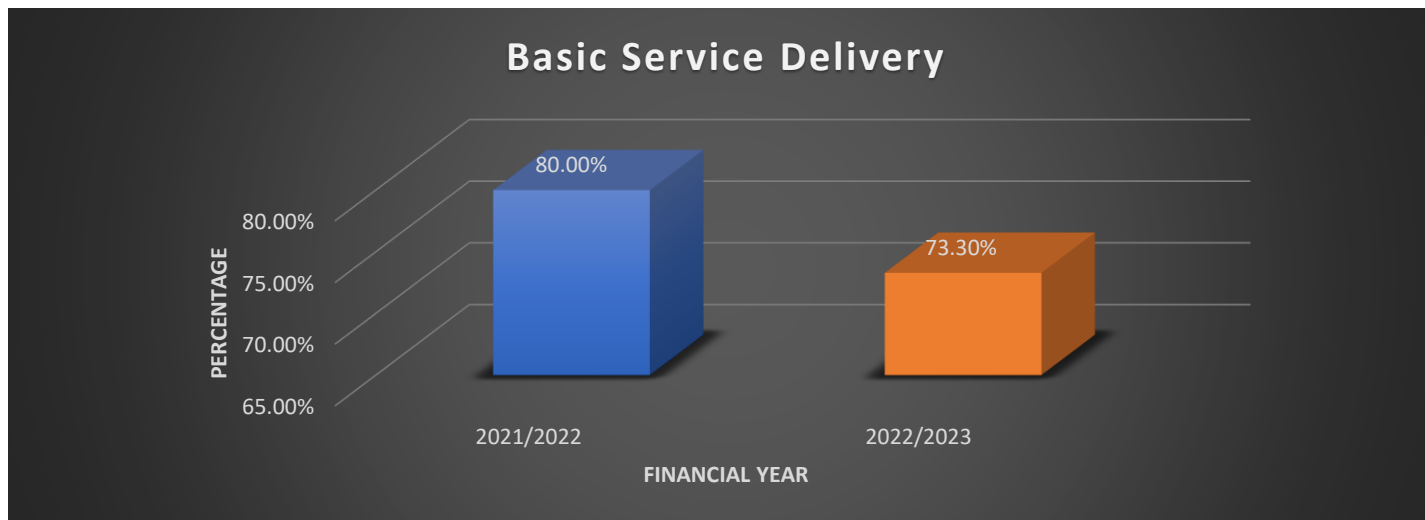
9.1.3 Measures Taken to improve Performance

- SCM-related challenges were reported to the Municipal Manager.
- Agenda compilation challenges were reported to the Municipal Manager

9.2 Basic Service Delivery

Basic Service Delivery	2021/22 Performance	2022/23 Performance
Overall Score for the KPA	80%	73.3%

- The overall score for the KPA is 73.3% for 2022/23, down by 6.7% from 2021/22.



Graph 3: BSD KPA Score for 2021/22 and 2022/23

9.2.1 Performance Highlights for 2022/23

- Submitted 10 capital reports to Council.
- Submitted 2 business plans to source funding.
- Maintained 41 kms storm water drains, Kerbing and channels.
- Maintained 21 kms of Pedestrian walkways.
- Maintained 28 kms of gravel road.
- Submitted 4 reports on low-income housing developments, building by-laws enforcement and illegal developments.

9.2.2 Challenges

- SCM delays in procurement of goods and services.
- Late submission of reports by managers for agenda compilation.
- Vacant positions of technicians in the PMU and Maintenance Unit.
- Limited funding for the proper implementation of municipal infrastructure basic services.

9.2.3 Measures Taken to improve Performance.

- SCM-related challenges were reported to the Municipal Manager.
- Business plan was approved to capacitate Project Management unit for the advertisement of PMU technician.
- The technical services department has submitted two business plans to source additional funding.

9.3 Local Economic Development

Local Economic Development	2021/22 Performance	2022/23 Performance
Overall Score for the KPA	100%	100%

- The overall score for the KPA is 100% for 2022/23.



Graph 4: LED KPA Score for 2021/22 and 2022/23

9.3.1 Performance Highlights for 2022/23

- During the financial year 2022/23, Local Economic Development achieved 100% on all targets.
- 60 informal traders were capacitated through R3000 vouchers from Department of Small Business Development.
- Training for 120 local youth that received stipends of R4000 for 3 months.
- Created 212 job opportunities, 150 job through in EPWP and 62 through Capital project.

9.3.2 Challenges

- There is no LED Forum
- Delays in issuing of orders and Procurement of goods and services.
- Outdated LED database and changing of information of SMME`s.

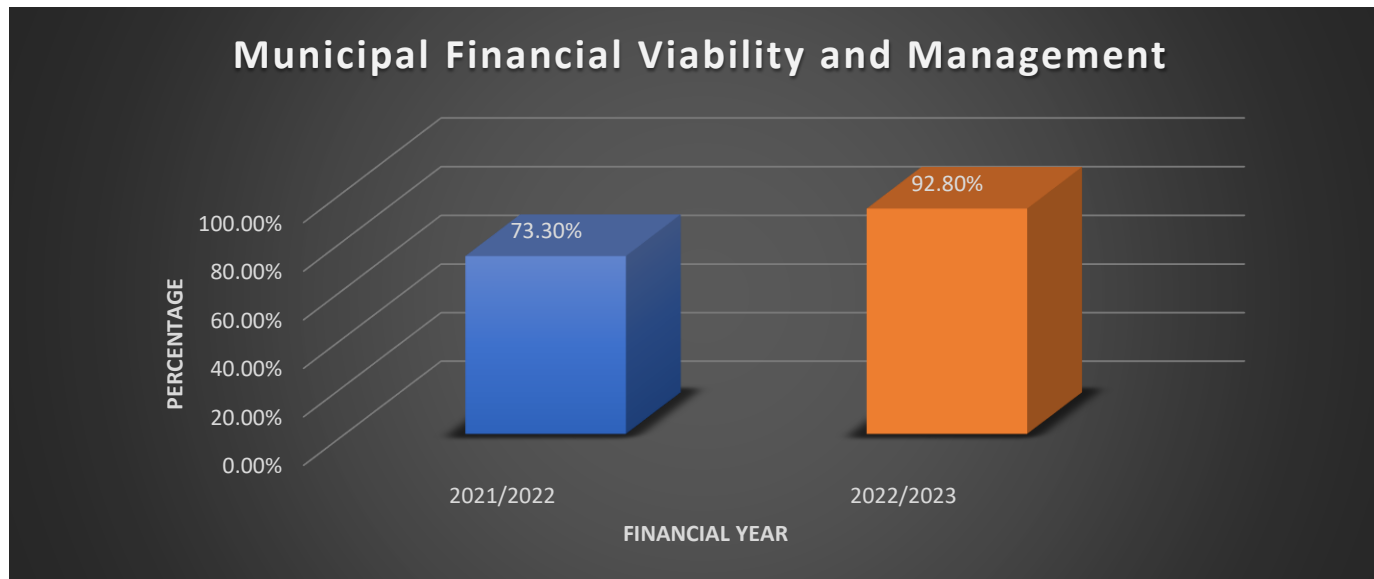
9.3.3 Measures Taken to improve Performance.

- The municipality is in the processes of forming the LED Forum.
- The LED Unit prepares requisitions in advance so that delays in approvals do not result in failure to meet targets.
- Interventions aimed at supporting SMMEs and the previously disadvantaged categories has been introduced.
- To develop a post-lockdown recovery strategy.

9.4 Municipal Financial Viability and Management

Municipal Financial Viability & Management	2021/22 Performance	2022/23 Performance
Overall Score for the KPA	73.3%	92.8%

- The overall score for the KPA is 92.8% for 2022/23, up by 19.5% from 2021/22.



Graph 5: MFV& M KPA Score for 2021/22 and 2022/23

9.4.1 Performance Highlights for 2022/23

- During the financial year 2022/23, Municipal Financial Viability and Management achieved 92% on all targets.

9.4.2 Challenges

- Outdated indigent register.
- Poor implementation of Procurement plan.
- Poor attendance of members in bid committees.
- Vacant position of Asset management section.
- SCM delays in procurement of goods and services.

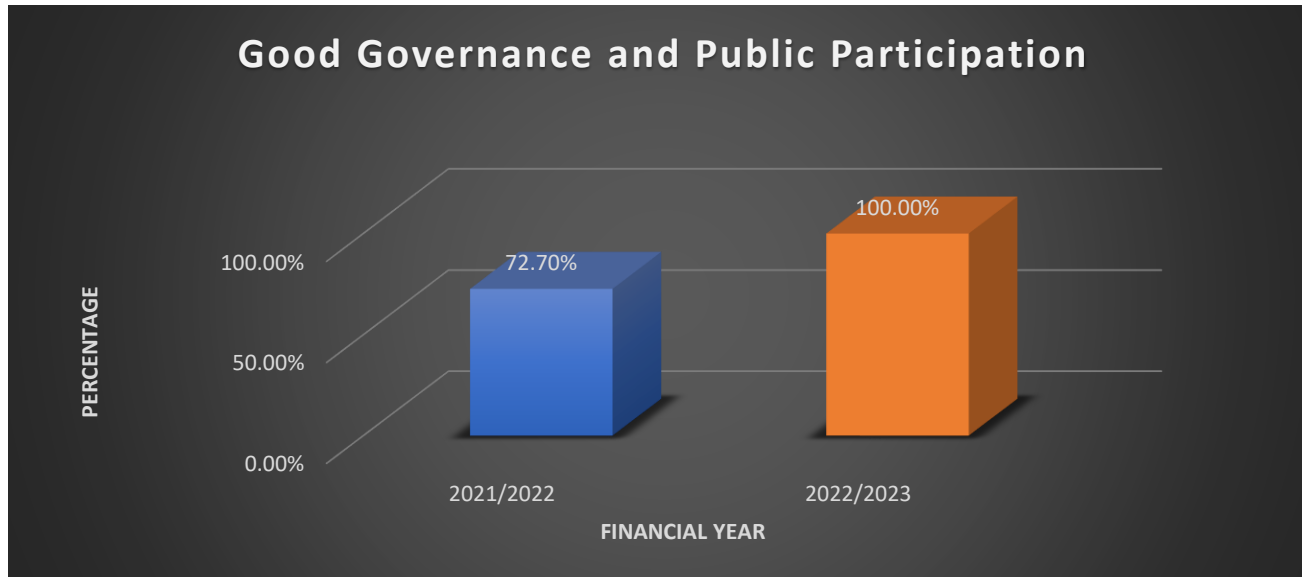
9.4.3 Measures Taken to improve Performance.

- Review and update of indigent register is underway.
- Procurement plan progress report shared with all general managers on a weekly basis.
- Bid committees have schedule of meetings and new members have been appointed.
- Waiting for the Job evaluation results to fill vacant position of Asset Management.
- SCM-related challenges were reported to the Municipal Manager.

9.5 Good Governance and Public Participation

Good Governance and Public Participation	2021/22 Performance	2022/23 Performance
Overall Score for the KPA	72.7%	100%

- The overall score for the KPA is 100% for 2022/23, up by 27.3% from 2021/22.



Graph 6: GG&PP KPA Score for 2021/22 and 2022/23

9.5.1 Performance Highlights for 2022/23

- During the financial year 2022/23, Good Governance and Public Participation achieved 100% on all targets.
- Four radio interviews coordinated for the mayor.
- Achieved 91% attendance by Ward committee members.
- Amendment of the new municipal logo and colour scheme.

9.5.2 Challenges

- Poor attendance by government Departments in meetings.
- Poor sitting of war room meetings.

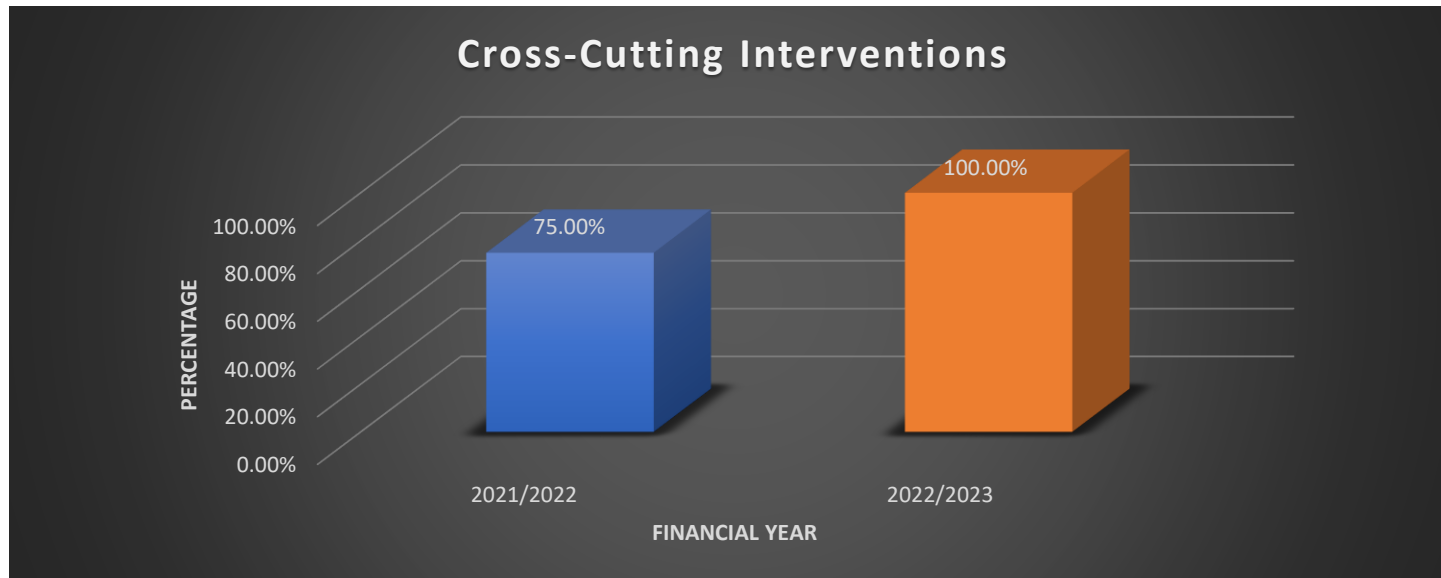
9.5.3 Measures Taken to improve Performance.

- War room meetings schedule has been developed and shared with Council and other stakeholders including Government Departments.

9.5 Cross-Cutting Interventions

Cross-Cutting Interventions	2021/22 Performance	2022/23 Performance
Overall Score for the KPA	75%	100%

- The overall score for the KPA is 100% for 2022/23, up by 25% percentage from 2021/22.



Graph 5: CCI KPA Score for 2021/22 and 2022/23

9.6.1 Performance Highlights for 2022/23

- During the financial year 2022/23, Cross Cutting Issue achieved 100% on all targets.

9.6.2 Challenges

- The lack of funds to conclude all the plans and strategies that can assist the Municipality to excel in service delivery.
- Poor attendance by relevant internal and external stakeholders in the Disaster Management Forum.
- Lack of storage room and insufficient emergency relief material.
- Limited resources (human capacity and equipment) to effectively co-ordinate and manage local incident.
- Supply chain management processes cause delays in the procurement and provision of emergency relief.
- Activation of Disaster Management Volunteers at ward level is a challenge during the actualization of incidents.

9.6.3 Measures taken to improve Performance.

- The Municipality needs to increase the budget for disaster risk management to minimize the risk and impact of disasters.
- The enrolment criteria for Disaster Management volunteers to be developed to attract the most suitable candidates.
- Review of the organogram to enable the municipality to effectively co-ordinate and mitigate local disasters.

10 Key Areas to Note

10.1 Improving Performance

- The MFMA regulates that all invoices must be paid within 30 days of receipt of the invoice. The Municipality pays its creditors' invoices within the required 30 days unless if there are queries or lack of supporting documents. However, processes are in place to settle invoices from emerging SMME's within 7 days of receiving their invoices.
- The average working days per employee lost through sick leave in 2022/23 is 3.5 days. This has decreased slightly from the 2021/22 financial year by 1 day.
- Complaints are handled as guided by the complaints policy, which covers personal visit to offices, phone calls and suggestion boxes.
- The percentage of complaints responded to within 10 days has met the 2022/23 target. A significant review of the complaint's procedure has taken place and action plans are now in place for each department.

10.2 Deteriorating Performance

- There are instances where incomplete reports were submitted, like the reasons for variance and corrective action not updated. They should ensure that they submit a credible report.
- Employees should be encouraged to take Performance Management System as part of their responsibility and to timeously submit quality report.



11 Lessons Learnt and Way Forward



- The cascading of performance management to all staff so that they can account for their performance will improve the Municipality's performance.
- Adhere to performance standards, objectives and projects set and or agreed upon in the Performance Agreement.
- Submission of reports and portfolio of evidence be not a compliance issue but be of acceptable quality and must be accurate.
- Heads of departments must ensure that, they review their manager's performance before updating their actual performance and ensure that gaps identified by the PMS office in the portfolio of evidence are attended to timeously.
- Reports on portfolio of evidence done by the PMS office get the deserved attention by Heads of Departments to ensure that the finding on availability of supporting documentation (portfolio of evidence) is eliminated.
- Accounting Officer should identify gaps where Managers are lacking and develop a development plan for them.






12 Performance Against the Organisational Strategic Objectives






KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY
IDP GOAL: IMPROVE THE QUALITY-OF-LIFE OF FOUR CITIZENS
BACK TO BASICS: PILLAR 1: BASIC SERVICES





Performance against the Organisational strategic objectives are detailed in the tables below and comparison with the past financial year:





STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Facilitate access to basic electricity services.	BSD 1.1.1	Construction of electricity infrastructure.	% of households with electricity infrastructure constructed	60% completion of electricity infrastructure for 259 households at uMshwathi Cluster 2	60% completed for Cluster 2 for 259 households completed	None	None	
				40% completion for uMshwathi Cluster 1 for 537 households	13% completed for Cluster 1 (72 households)	Scope for Cluster 1 for 537 households was reduced due, to delays experienced from Eskom as built drawing.	To further engage Eskom on the as built drawing	






TRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Provide Free Basic Electricity to Indigent Households	BSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	% of beneficiaries getting free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provided 88% of beneficiaries Registered	Community members who part-take on illegal connection do not collect the token for FBE	Consumer Awareness activities with Eskom to the various wards, review the existing indigent register.	
	BSD 1.2.2		% of households earning less than R1100 per month with access to free basic services: (R5380)	Provide 95% of 1244 beneficiaries with free basic electricity.	Provided 88% of beneficiaries registered to access Free Basic Electricity	Community members who part-take on illegal connection do not collect the token for FBE	Consumer Awareness activities with Eskom to the various wards, review the existing indigent register.	



STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Provide access to community facilities.	BSD 1.3.1	Construction/Upgrade of Community halls & Community Facilities.	No. of Community facilities constructed/ upgraded.	Complete construction of Thokozani Skills Centre in Ward 1 by 30 March 2023	Completed Thokozani Skills Centre	None	None	
	BSD 1.3.2			Completion of Community Facility skills centre in ward 7 by 30 June 2023	Completed Cool Air Skills Centre	None	None	
	BSD 1.3.3			Appointment of contractors for Refurbishment of Masibambisane Community Hall	Contractors not appointed for refurbishment of Masibambisane Hall	Existing as built drawings and budget shortfalls. The bid document has been approved by BSC for Masibambisane Community Hall but has not been advertised	Bid document has been approved by BSC on the reduced scope, to fast-track advertisement	
	BSD 1.3.4			Completion of Market stalls in Wartburg	Practical Completed of Markets stalls in Wartburg	snag list not finalised	snag list will be finalised by end of July.	
	BSD 1.3.5			Completion of Thusong centre extension	Practical Completed of Extension of Thusong centre.	snag list not finalised	snag list will be finalised by end of July.	

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	BSD 1.3.6		No. of Sports fields constructed	Appointment of Contractor for construction of sport field (Makeni) by 30 June 2023	The contractor for construction of Makeni Sport field not appointed	Delays in feasibility study due to Geotechnical and Surveying to confirm correct specification.	Bid document has been approved by BSC, to fast-track advertisement to SCM	
	BSD 1.3.7			Preparation of tender document for Applesbosch Sports field in Ward 14	Prepared Tender document for Applesbosch Sports field in Ward 14	None	None	
Provide access to roads and storm water	BSD 1.5.1	Construction/ upgrade of gravel roads to tar	% of road tarred.	60% Tarring of 1.4km Shiyabazali Road Phase 3 in ward 2 by 30 June 2023	64% tarred for Shiyabazali Road Phase 3 in ward 2	None	None	
	BSD 1.5.2		No. of mms of road tarred.	Tarring of 1 km of Doboti tarring Road in ward 4 by 30 March 2023.	1km of Doboti road not tarred	Non-performance of the appointed Contractor that led to the termination of the contractor	The project has been readvertised	
	BSD 1.5.3		No. of mms of road tarred.	Tarring of 1.3 km Nazo Road in ward 8 by 30 March 2023	Tarred 1.4 km Nazo Road in Ward 8	None	None	

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	BSD 1.5.4		Completed date of designs, feasibility study and tender document	Completion of designs, feasibility study and tender document for advertisement of Main Road in ward 9 by 30 June 2023	Completed Designs, feasibility study and tender document for advertisement of Main Road	None	None	
	BSD 1.5.5	Storm water drains and channels maintenance	No. of mms of storm water drains and channels maintained.	Maintain 30 kms of storm water drains, Kerbing and channels	Maintained 41 km of storm water drains, kerbing and channels	None	None	
	BSD 1.5.6	Pedestrian walkways maintenance	No. of mms of Pedestrian walkways maintained	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintained 21 km of pedestrian walkways	None	None	
	BSD 1.5.7	Gravel Road maintenance	No. of kilometres of gravel road maintained	Maintain 12kms of gravel Road (gravelled/Bladed) in Municipal Wards	Maintained 28 km of gravel road	None	None	



STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Plan, implement and monitor infrastructure projects and	BSD 1.6.1	Reporting on potholes patching & on Vumbuka/illegal building issues	No. of reports submitted to EXCO & Council on pothole patching.	Submit 4 reports on pothole patching to EXCO & Council	Submitted 4 reports to EXCO and Council on pothole patching	None	None	
Provide Indigent burial support and maintain cemeteries	BSD 1.7.1	Implementation of Indigent Burial policy	% of approved indigent burial applications	Approve 90% of indigent burial application received	Approved 90% of indigent burial application were received	None	None	
Facilitate the access to basic housing	BSD 1.8.1	Reporting on illegal developments (Vumbuka)	No. of reports submitted to EXCO & Council on illegal development	Submit 4 reports on illegal developments to EXCO & Council	Submitted 11 reports to EXCO and Council on illegal development	None	None	
Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	BSD 2.1.1	Review & adoption of Youth Development Strategy & Policy	Adoption date of the reviewed Youth Strategy & Policy	Review & adoption of reviewed Youth Development strategy by 30 June 2023	Reviewed and adopted Youth strategy by Council on 29 June 2023	None	None	





STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	BSD 2.1.2	Provide tertiary registration fee support to qualifying youth.	% of youth supported with registration fees.	Provide support for 90% Tertiary registration fee request received to qualifying Youth by 30 March 2023.	Provided support to 90% tertiary registration fee request received to qualifying Youth	None	None	
	BSD 2.1.3	Support local youth to obtain EB driver's license code or above	% of local youth supported to obtain EB license code.	Support 90% of 28 Local youth to obtain driver's license	Supported 90% of 14 Local youth to obtain driver's license	None	None	
	BSD 2.1.4	Establishment of Youth Forum/Council	Establishment date of Youth forum/council.	Establish Youth Forum/Council by 30 September 2022	Established Youth Council by 30 September 2022	None	None	
	BSD 2.1.5	Coordinate Integrated Youth EXPO	Coordination date of Integrated Youth EXPO.	Coordinate 1 Integrated Youth EXPO by 30 June 2023	Coordinated Youth Expo in June 2023	None	None	
	BSD 2.1.6	Report on Special Programmes	No. of reports submitted to EXCO & Council on Special Programmes	Submit 4 reports on Special Programmes to EXCO & Council	Submitted 4 reports to EXCO and Council on Special Programmes	None	None	





STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1.1	Report on MLB, Disaster & Traffic	No. of reports submitted to EXCO & Council on MLB, Disaster & Traffic	Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council	Submitted 2 report on MLB and 1 on tax Rank to EXCO and Council	The process of appointing an Acting Protection Services Manager with full authority to oversee the unit delayed.	The Acting Protection Services Manager appointed to submit report on time	
Provide waste and refuse removal services to the residents of uMshwathi	BSD 4.1.1	Refuse removal	% of households with access to basic level of solid waste removal.	Service 100% of 1150 households.	114% of 1150 households serviced	None	None	




KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION
IDP GOAL: IMPROVE ADMINISTRATIVE SUPPORT:



BACK TO BASICS: PILLAR 5: BUILDING CAPABLE INSTITUTIONS AND ADMINISTRATIONS

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Recruit, develop, train, and retain competent service delivery workforce	MID&T 1.1.1	Conduct analysis and Review and HR/SG/IT Policies	% of policies reviewed based on the analysis	% of policies reviewed based on the analysis	An analysis of policies was done and same were adopted by the Full Council on 29 June 2023, further to this a policy not aligned to staff regulations was developed, i.e., new employee induction program	None	None	
	MID&T 1.1.2	Development and Implementation of WSP	% of the municipality's budget actually spent on implementing its workplace skills plan	Spend 90% on WSP implementation.	Spent 80% of the training vote	4 training programs could not be implemented due to SCM delays in the appointment of service providers	Matter reported to the Municipal Manager	





STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	MID&T 1.1.3	Development, approval and submission 2023/2024 WSP	Date. of submission approved 2023/24 WSP to LGSETA	Develop, approve, and submit the 2023/24 WSP by 30 April 2023 to LGSETA	Developed WSP approved and submitted to LGSETA on 28 April 2023	None	None	
	MID&T 1.1.4	Maintenance of bursaries both internal & external	%. of existing internal & external bursaries maintained	Maintain 70% of existing internal and 50% of external bursaries	Maintained 4 internal bursaries, i.e., 90%. Maintained 4 external bursaries, i.e., 70%	None	None	
	MID&T 1.1.5	Awarding of new internal & external bursaries	No. of new bursaries awarded internally & externally	Award 4 new bursaries.	Awarded 5 bursaries (2 external and 3 internal)	None	None	
	MID&T 1.1.6	Review & Adoption of the Organisational Structure	Adoption date of reviewed organogram for 2023/24	Review & adopt the organisational structure for 2023/24 by 30 June 2023	Reviewed and adopted on 29 June 2023	None	None	



STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Provide sufficient secretariat, records, security, fleet, and facilities management	MID&T 1.2.1	Development & approval of calendar of meetings for 2022/23	Approval date of developed calendar of meetings	Calendar of meetings for Jan - June 2023 approved by 30 Dec. 2022: Calendar of meetings for July -Dec 2023 approved by 30 June 2023.	Calendar of meetings for Jan - June 2023 approved by Council on the 7 December 2022 and July -Dec 2023 approved by Council on the 29 June 2023	None	None	
Provide legal support and compliance to legislation and collective agreement	MID&T 1.3.1	Provision of legal support	% of litigations received and attended to.	Attend to 100% of all litigations received.	Attended to 100% of litigation received	None	None	
Implement an effective Performance Management System	MID&T 1.4.1	Review & adoption PMS Framework in line with Chapter 6 of MSA	Approval date of reviewed PMS Framework	Review & adoption of PMS Framework by 30 June 2023	Reviewed and adopted PMS Framework by Council on 25 May 2023	None	None	
	MID&T 1.4.2	Ensure performance agreements for S57 are signed by target date.	No. of PA timeously concluded and signed for 2022/23 by all General Managers and MM.	Submit 5 signed Performance agreements to the MEC by 31 July 2022	5 Signed Performance Agreement and submitted to the MEC on 27 July 2022	None	None	





STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of APR	Submit 2021/ 22 Annual Performance Report by 31 August 2022 to AG for auditing	Submitted 2021/22 Annual Performance Report to AG for auditing on 31 August 2022	None	None	
	MID&T 1.4.4	Conduct quarterly review and consolidate reviewed reports for submission to EXCO and Council.	No. of performance reviews conducted, and reports submitted to EXCO and Council	Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council	Conducted 4 quarterly reviews and submitted 4 reports to EXCO and Council	None	None	
	MID&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	Coordination date of 2021/22 Annual Evaluations.	Coordinate 2021/22 Annual Performance Evaluation by 30 March 2023	Coordinated Annual Performance Evaluation on 28 March 2023	None	None	




STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Ensure the availability, stability, security, and integrity of ICT services	MID&T 1.5.1	Monitoring of ICT controls & asset management	No. of reports on ICT controls & asset management submitted to EXCO & Council	Submit 2 reports on ICT controls & asset management to EXCO & Council.	submitted to Corporate Services Committee 03/11/2022, Exco 16/11/2022 and council for adoption 08/12/2022	None	None	
Implement the Employment Equity Plan of the municipality.	MID&T 1.6.1	Implementation & Monitoring of Employment Equity Plan	Submission date of the EEA2/4 report to DOL	Submit the EEA2&4 report to the DOL by the end of 30 March 2023	EEA2&4 report submitted to the DOL on the 15th of Jan 2023	None	None	

KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
IDP GOAL: SOUND FINANCIAL MANAGEMENT
BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGEMENT

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	Review & adoption of Revenue Enhancement Strategy	Adoption date of the reviewed strategy	Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2023	Municipal Revenue enhancement strategy and implementation were reviewed in March 2023	None	None	
	MFV&M 1.1.2	Maintain 90% Collection Rate	% Collection rate maintained.	Maintain collection rate of 90%	92.95% were collected rate.	None	None	
	MFV&M 1.1.3	Achieve 5% Collection on Arrear debt	% Collection rate on Arrear debt	Achieve 5% collection on Arrear debt	5% collection rate on arrears debt were done	None	None	
	MFV&M 1.2.1/ Standard indicator	Financial viability of the municipality expressed as follows: A=B-C. D "A" represents debt coverage "B" represents total operating revenue received - "C" represents operating	Financial viability in terms of outstanding service debtors to revenue	01:01	1.01.	None	None	




		<i>grants "D" 'represents debt service payments (i.e., interest +redemption) due within the financial year</i>						
			Financial viability in terms of operating grants (Grant dependency	60%	59%	None	None	
			Financial viability in terms of cost coverage	03:01	, 3:5.9	None	None	

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	MFV&M 1.2.2	Submit 100% of Finance Monthly Reports to be Treasury. Submit Quarterly Reports to Council & post on website	No. of Finance reports submitted to Council & post on the website	Submit 4 finance reports to Council & post on the website	Submitted 4 Finance report to Council and posted on the website	None	None	
	MFV&M 1.2.3	Submit Section 72 reports to EXCO and Council	No. of Section 72 reports submitted to EXCO & Council	Submit 1 Section 72 reports to EXCO and Council	Submitted 1 Section 72 report to EXCO and Council	None	None	
Have a realistic budget in place and report regularly on progress	MFV&M 1.3.1	Development, approval of Budget Process Plan: Development & adoption of final budget	Approval date of developed Budget Process Plan & final budget	Development & approval of Budget Process Plan by 31 of August 2022 and adoption of next financial year budget by 31 May 2023	Approved budget process on 26 August 2022. Budget were adopted on 25 May 2023	None	None	
	MFV&M 1.3.2	Review Budget Related Policies	Adoption date of reviewed Budget related policies.	Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment &	Budget policies were Reviewed and adopted	None	None	






				virement) by 31 May 2023				
STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
	General Indicator	Efficient and economical spending on MIG Grant funding	% of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of IDP	Spend 100% of capital budget	Target achieved, 100% on MIG allocation Spent	None	None	
Implement all the requirements the SCM policy	MFV&M 1.4.1	Submit SCM reports to Council (Deviations)	No. of deviations reports submitted to council	Submit 4 SCM Reports (deviations) to Council	4 deviation reports to council attached	None	None	
	MFV&M 1.4.2	Develop & submit Annual Procurement Plan	Submission date of developed Procurement plan	Develop & submit 2023/24 Annual Procurement Plan to Provincial Treasury by 30 June 2023	Annual Procurement plan were submitted	None	None	
	MFV& M 1.4.4	Review assets to be disposed off, list assets acquired and submit report to EXCO & Council	No. of reports on acquired assets & those identified for disposal.	Submit 2 reports on assets acquired and those identified for disposal to	No assets identified for disposal this financial year; however, disposal process is being	None	None	No activity






				EXCO and Council	undertaken for the disposal list submitted and approved by Council last financial year. The delay was due to no responses on bid from auctioneer's services providers. The bid process was readvertised, and the services provider has been appointed. The auction process is schedule to take place on the 10 - 11 August 2023.			


KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT
IDP GOAL: SELF-SUSTAINABLE COMMUNITIES
BACK TO BASICS: PILLAR 1: BASIC SERVICES


STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Poverty alleviation	LED 1.3.1 /General Indicator	Job opportunity creation	No. of jobs created through municipality's local economic development initiatives including capital projects (including EPWP)	Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)	Created 212 jobs, 150 job created in EPWP and 62 on Capital project	None	None	
	LED 1.3.2	Support household with input/equipment to alleviate poverty	No. of households supported to alleviate poverty & recover from covid 19.	Support 28 households with inputs /Equipment to alleviate poverty by 30 June 2023	Supported 28 households with inputs/equipment to alleviate poverty	None	None	
Promotion SMMEs and Cooperatives' development	LED.1.4.1	Small contractor development in Level 1	No. of small contractors awarded	Development of 28 Small contractors in Level 1	Developed 28 Small Contractors in Level 1	None	None	

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
IDP GOAL: STRENGTHENED DEMOCRACY
BACK TO BASICS; PILLAR 2& 3 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION





STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Promote Inter-governmental Relations (IGR) and public participation	GG & PP 1.1.1	Attend IGR and Public Participation meetings	No. of District Technical coordinating forum (DMM's) meetings attended	Attend 4 District Technical Co-coordinating (DDM's) Forum meetings	MM attended 4 MM's Forum meetings	None	None	
	GG & PP 1.1.2	Coordination of OPERATION SUKUMA SAKHE	No. of LTT Meetings coordinated & reports submitted	Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.	Four LTT meetings coordinated, and reports submitted to structures of council	None	None	
			No. of Operation MBO organized with Service Providers	Coordinate 1 Operation MBO	One operation MBO coordinated	None	None	
	GG & PP 1.1.3	MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)	No. of reports submitted to EXCO & Council	Compile and submit 4 statistics to Exco and Council	Compiled and submit 4 statistics to Exco and Council	None	None	
	GG & PP 1.1.4	Coordinate Budget/IDP Mayoral Imbizo	Coordinating date of IDP/Budget Imbizo.	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2023	Coordinated 1 Mayoral Budget/IDP Imbizo	None	None	



STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Ensure institutional integrity	GG & PP 1.2.1	Ensure the effective functioning of internal audit and risk management unit	Date. of approval Internal Audit Plan	Approval of Audit Plan by Audit Committee by 30 June 2023.	Audit Plan approved by 30 June 2023	None	None	
	GG & PP 1.2.2		Review date of Risk profile/ Register	Review Risk profile/ Register by 30 June 2023	Risk profile reviewed by 30 June 2023	None	None	
	GG & PP 1.2.3		No. of Risk Management & Fraud Prevention Committee meetings coordinated.	Coordinate 4 Risk Management & Fraud Prevention committee meetings.	Coordinated 4 Risk Management & Fraud Prevention committee meetings.	None	None	
	GG & PP 1.2.4		No. of Audit Committee meetings coordinated	Coordinate 4 Audit Committee meetings.	Coordinated 4 Audit Committee meetings.	None	None	
	GG & PP 1.2.5	Improve on Audit Opinion	Type of opinion	Strive to Improve Audit opinion from Qualified with matters to Unqualified without matters.	unqualified Audit opinion	None	None	

	GG &PP 1.2.6	Implement the municipal new logo and colour scheme	New logo and colour scheme implementation plan date of approval	Develop implementation plan for new municipal logo and colour scheme and approved by Council on 30 September 2022 and submit new municipal logo & colour scheme to stakeholders for information by 30 December 2022	Develop implementation plan for new municipal logo and colour scheme and approved by Council in September 2022. Submitted new municipal logo & colour scheme to stakeholders for information by 30 December 2022	None	None	
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STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Ensure a functional Ward committee structure	GG & PP 1.4.1	Coordinate combined Ward Committee meetings	No. of Combined Ward Committee meetings coordinated.	Coordinate 2 combined Ward Committee meetings by 30 June 2023	Coordinated 2 combined Ward Committee meetings by 30 June 2023	None	None	

KEY PERFORMANCE AREA 6: CROSS CUTTING ISSUES
IDP GOAL: CREDIBLE IDP
BACK TO BASICS: PILLAR 1 BASIC SERVICES

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Develop and implement a credible IDP	CCI 3.1.1	Development & adoption of credible IDP	Adoption date of reviewed IDP	Coordinate review and adoption of 2023- 24 IDP by 30 June 2023.	Coordinated the review and adoption of 2023- 24 IDP by 30 June 2023.	None	None	
	CCI 3.1.2	Submission of 1st draft Land use scheme	Submission of 1st draft of Land use scheme	Submission of 1st draft of Land use scheme by 30 June 2023	Service provider has been appointed and draft land use scheme was submitted	None	None	
Ensure effective Land use management system and land administration to give effect to development and enhance revenue	CCI 3.3.1	Project manager the completion of Land Audit for uMshwathi Municipality	Completion date of phase 3 land audit	Completion of Land Audit by 30 December 2022.	Land audit completed on the 30th of December 2022	None	None	
	CCI 3.2.2	Reviewed and adoption of ward base plans of 14 wards	Adoption date of reviewed 14 Ward base plans	Review and adoption of ward base plans of 14 ward by 30 June 2023	Ward base plans for 14 ward review and adoption of by 30 June 2024	None	None	

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	ACTUAL PERFORMANCE	REASONS FOR VARIANCE	CORRECTIVE ACTION	STATUS
Ensure development of strategies and programme for economic hubs to address social cohesion and economic viability	CCI 3.2.3	Coordinate the development of Wartburg Local Area Plan in line with the Spatial Development Framework Plan	Adoption date of LAP	Coordinate development & adoption of Wartburg LAP by 30 June 2023.	Coordinated the development & adoption of Wartburg LAP by 30 June 2023.	None	None	
	CCI 3.2.4	Report on planning applications processed.	No. of report submitted to EXCO & Council	Submit 4 reports on Planning Applications received and processed to EXCO & Council	Submitted 4 reports on Planning Applications received and processed to EXCO & Council	None	None	

13 Assessment of the performance of External Service Provider

The monitoring of the service provider performance is ensured through the signing of the Service Level Agreement. It is currently being done by user department levels. The end user department is providing monthly reports to the SCM unit as well. Service providers who fail to perform are reported to SCM and the necessary action is taken including the termination of the contract or cancellation of an order.

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year		Current Financial Year		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
T2020/21/09	EAGILIWE PROPERTY CONSULTING	16.09.2021	EAGILIWE PROPERTY CONSULTING	1115100.00	5	5	5	5	G		
TT2020/21/09	CCG SYSTEMS	05.07.2022	ASSET MANAGEMENT SERVICES	1159987.75			5	5	G		
T2017/18/19	BANKING SERVICES	05.02.2019	FNB	0.83	5	5	5	5	G		
T2021/22/10	NGELIZWE TRADING CC	03/10/2022	CONSTRUCTION OF COOL AIR SKILLS CENTRE	R6,879,878.95			5	5	G		
T2021/22/11	NGELIZWE TRADING CC	01/02/2023	UPGRADING OF THUSONG CENTRE PHASE 2	R5,540,506.95			5	5	G		
T2022/23/08	SHM4 PROJECTS	23.03.2023	ELECTRIFICATION OF CLUSTER 2 OF 259 NEW CONNECTIONS	R6,954,382.91			5	5	G		
T2022/23/09	LUNGI CONSTRUCTION	01/08/2022	Construction of Hawkers market and renovations of ablution block (W2)	5 155 648.36			5	5	G		
T2020/21/06	WNA ENGINEERS	25/05/2021	CONSULTANT COOL AIR SKILLS CENTRE	1831894.59	5	5	5	5	G		
T2020/21/06	BI INFRASTRUCTURE	31/01/2022	CONSULTANT THUSONG CENTRE PHASE 2	982 456.14	4	4	4	4		S	
T2020/21/06	LIBEKO CONSULTANTS' ENGINEERS	10.05.2022	CONSULTANT SHIYABAZALI ROAD	1531210.79	5	5	5	5	G		
T2020/21/06	IGODA PROJECT	27.09.2022	CONSULTANT ELECTRIFICATION CLUSTER 2	1646715.98	4	4	4	4	G	S	

T2020/21/06	UNDASA NERSPROJECT PARTNERS (PTY)(Ltd.)	01.08.2022	CONSULTANT HAWKERS MARKERT	1275940.29	5	5	5	5	G		
T2020/21/06	GERMIN ENGINEERS	25.04.2023	CONSULTANT ELECTRIFICATION CLUSTER 1	2190016.19	4	4	4	4		S	
T2022/23/02	CHANGING TIDES TRADING AND PROJECT (PTY)(LTD)	30.06.2023	WORK STUDY	1160304.00			4	4	G		
RT53	RICOH SA	01.06.2023	LEASING AND MAINTENANCE OF PHOTOCOPIER	678676.67	5	5	5	5	G		
T2019/20/08	EWC VEHICLE	17.11.2020	VEHICLE TRACKING & FLEET	195600.12	4	4	4	4		S	
T2020/21/07	MALTRONICS	09.04.2021	PRINTING AND POSTAGE	90663.38	5	5	5	5	G		
T2020/21/10	HTB CONSULTING	11.11.2021	INTERNAL AUDITSERVICES	1023313.47	5	5	5	5	G		
T2021/22/12	Celsius Fahrenheit Engineering PTY LTD	23.02.2023	Celsius Fahrenheit Engineering PTY LTD	7052299.56	1	1	1	1			P

Explanation

Assessment Key	
Good (G)	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract
Satisfactory (S)	The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract
Poor (P)	The service has been provided below acceptable standards

The SCM unit distributes the assessment to the relevant department for their assessment and the Acting SCM Accountant Compliance and Contract verifies and conforms the submissions from the departments. Request for quotations are assessed based on the specific document and only material deviation from the specification is noted and reported to SCM as may be applicable.

14 Development and Service Delivery Priorities and Performance Targets for the Next Financial Year – 2023/2024

2023/24 TOP LAYER/ ORGARNISATIONAL OPERATIONAL PLAN/SDBIP

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY

IDP GOAL: IMPROVE THE QUALITY-OF-LIFE OF FOUR CITIZENS

BACK TO BASICS: PILLAR 1: BASIC SERVICES

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Provide Free Basic Electricity to Indigent Households	BSD 1.1.1	Provide free basic electricity to all qualifying beneficiaries	% of house with access to basic services electricity	Provide 95% 25,563 of household. with access to basic services. electricity
	BSD 1.1.2		%. Of households earning less than R1100 per month with access to free basic services: (R5380) per month as per Indigent Policy.	Provide 95% of 1244 beneficiaries. with access to free basic electricity
	BSD 1.1.3	Review, update & adoption of Indigent Register	Adoption date of reviewed/ updated Indigent Register.	Review, update and adoption of indigent register by 30 June 2024
Provide access to community facilities.	BSD 1.2.1	Construction/ complete/Upgrade of Community facilities. (Community halls & Community Facilities)	No. of Community facilities completed	Completion of 1 Skills centre in ward 7 by 30 September 2023
	BSD 1.2.2	Completion of Sports field		Completion of EMakeni Sports field in Ward 3 by 30 June 2024

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
	BSD 1.2.3			Completion of Applesbosch Sports field in Ward 14 by 30 June 2024
Provide access to roads and storm water.	BSD 1.3.1	Upgrade of Roads	No. of kms of surface road completed.	1 km of surfaced Doboti Road in Ward 4 by 30 September 2023
	BSD 1.3.2		No. of kms of Okhasini Road tarred	Tarring of (1.8km) on Okhasini Road in ward 11 by 30 June 2024
	BSD 1.3.3		No. of kms of surfaced road constructed.	Completion of 1.4km surfaced Extension of Trust feed Road in ward 9 by 30 June 2024
	BSD 1.3.4		No. of kms of surfaced road completed.	Completion of 1.4km surfaced on Shiyabazali Road Phase 3 in ward 2 by 30 September 2023
	BSD 1.3.5		% of L714 storm water drainage system upgrading	Upgrading of L714 (Storm Water Drainage System)
	BSD 1.3.6	Storm water drains and channels maintenance	No. of kms of storm water drains and channels maintained	Maintain 30 kms of storm water drains, Kerbing and channels
	BSD 1.3.7	Pedestrian walkways maintenance	No. of kms of Pedestrian walkways maintained	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
	BSD 1.3.8	Gravel Road maintenance	No. of kms of gravel road maintained	Maintain 12kms of gravel Road (gravelled/Bladed) in Municipal Wards
	BSD 1.3.9	Development & approval of Integrated Local Transport Plan	Approval date of integrated Local Transport	Development & approval of Integrated Local Transport Plan by 30 June 2024
	BSD 1.3.10	Reporting on potholes patching.	No. of reports submitted to EXCO & Council on pothole patching.	Submit 4 reports on pothole patching to EXCO & Council
Provide Indigent burial support and maintain cemeteries	BSD 1.4.1	Implementation of Indigent Burial policy	% of approved indigent burial applications	Approve 90% of indigent burial application received
Facilitate the access to basic housing	BSD 1.5.1	Reporting on illegal developments	No. of reports submitted to EXCO & Council on illegal development	Submit 4 reports on illegal developments to EXCO & Council
Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	BSD 2.1.1	Provide tertiary registration fee support to qualifying youth.	% of youth supported with registration fees.	Provide support for 90% Tertiary registration fee request received to qualifying Youth by 30 March 2024.

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
	BSD 2.1.2	Support local youth to obtain EB driver's license code or above	% of local youth supported to obtain EB license code.	Support 90% of 14 Local youth to obtain driver's license
		Provide development training to Local Youth	No. of training provided for Local Youth	Provide 3 development training to 28 Local Youth (Hairdresser, Chef and Masseuse by 30 March 2024
	BSD 2.1.3	Provide support to 8 Youth Community base organisation to develop beneficial funding proposal	No. of Youth community base organisation supported.	Provide support to 8 Youth Community Base Organisation by 30 June 2024
	BSD 2.1.4	Coordinate Integrated Youth EXPO	Coordination date of Integrated Youth EXPO.	Coordinate 1 Integrated Youth EXPO by 30 June 2024
	BSD 2.1.5	Report on Special Programmes	No. of reports submitted to EXCO & Council on Special Programmes	Submit 4 reports on Special Programmes to EXCO & Council
Development and Implementation plan of action to reduce road accident and ensure the safety of all road users.	BSD 3.1.1	Report on MLB, Disaster & Traffic	No. of reports submitted to EXCO & Council on MLB, Disaster & Traffic	Submit 4 reports on MLB & Traffic to EXCO & Council
Provide waste and refuse removal services to the residents of uMshwathi	BSD 4.1.1	Refuse removal.	% of households with access to basic level of solid waste removal;	Service 100% of 1313 households.

KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION
IDP GOAL: IMPROVE ADMINISTRATIVE SUPPORT:
BACK TO BASICS: PILLAR 5: BUILDING CAPABLE INSTITUTIONS AND ADMINISTRATIONS

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Recruit, develop, train, and retain competent service delivery workforce	MID&T 1.1.1	Conduct analysis and Review and HR/SG/IT Policies	% of policies reviewed based on the analysis	Review 100% of HR, ICT Policies as and when required.
	MID&T 1.1.2	Development and Implementation of WSP	% of the municipality's budget actually spent on implementing its workplace skills plan	Spend 90% on WSP implementation
			No. of training programmes to be implemented for staff	Implement 10 training programmes for staff by 30 June 2023. (1) Risk Management, (2) Persuasive communication technique, (3) PMS, (4) Report writing & minute taking, (5) Brush cutter repairs, (6) Installation of storm water pipes, (7) TLB operation, (8) Kerbing & channels, (9) Construction of headwalls, (10) POPI Act,

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Provide sufficient secretariat, records, security, fleet, and facilities management	MID&T 1.1.3	Development, approval and submission 2023/2024 WSP	Date. of submission approved 2023/24 WSP to LGSETA	Develop, approve, and submit the 2023/24 WSP by 30 April 2024 to LGSETA
	MID&T 1.1.4	Maintenance of bursaries both internal & external	% of existing internal & external bursaries maintained	Maintain 50% of existing internal and 50% of external bursaries
	MID&T 1.1.5	Awarding of new internal & external bursaries	No. of new bursaries awarded internally & externally	Award 4 new bursaries.
	MID&T 1.1.6	Review & Adoption of the Organisational Structure	Adoption date of reviewed organogram for 2024/25	Review & Adoption of the reviewed organisational structure for 2024/25 by 30 June 2024
	MID&T 1.2.1	Development & approval of calendar of meetings for 2023/24	Approval date of developed calendar of meetings	Calendar of meetings for Jan - June 2024 approved by 30 Dec. 2023: Calendar of meetings for July -Dec 2024 approved by 30 June 2024.
Provide legal support and compliance to legislation and collective agreement	MID&T 1.3.1	Provision of legal support	% of litigations received and attended to.	Attend to 100% of all litigations received.

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Implement an effective Performance Management System	MID&T 1.4.1	Review & adoption PMS Framework in line with Chapter 6 of MSA	Approval date of reviewed PMS Framework	Review & adoption of PMS Framework by 30 June 2023
	MID&T 1.4.2	Ensure performance agreements for S57 are signed by target date.	No. of PA timeously concluded and signed for 2023/24 by all General Managers and MM.	Submit 5 signed Performance agreements to the MEC by 31 July 2023
	MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of APR	Submit 2022/ 23 Annual Performance Report by 31 August 2023 to AG for auditing
	MID&T 1.4.4	Conduct quarterly review and consolidate reviewed reports for submission to EXCO and Council.	No. of performance reviews conducted, and reports submitted to EXCO and Council	Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council
	MID&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	Coordination date of 2021/22 Annual Evaluations.	Coordinate 2022/23 Annual Performance Evaluation by 30 March 2023
	MID&T 1.4.6	Drafting and adoption of Annual Report	Adoption date of 2022/23 Annual Report	2022/23 Annual Report adopted by 31 March 2023- MFMA 121(1)
Ensure the availability, stability, security, and integrity of ICT services	MID&T 1.5.1	Monitoring of ICT controls & asset management	No. of reports on ICT controls & asset management submitted to EXCO & Council	Submit 2 reports on ICT controls & asset management to EXCO & Council.

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Implement the Employment Equity Plan of the municipality	MID&T 1.6.1	Implementation & Monitoring of Employment Equity Plan	Submission date of the EEA2/4 report to DOL	Submit the EEA2&4 report to the DOL by the end of 30 March 2024

KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
IDP GOAL: SOUND FINANCIAL MANAGEMENT
BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGEMENT

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET	
Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	Review & adoption of Revenue Enhancement Strategy	Adoption date of the reviewed strategy	Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2024	
	MFV&M 1.1.2	Maintain 90% Collection Rate	% Collection rate maintained.	Maintain collection rate of 90%	
	MFV&M 1.1.3	Achieve 5% Collection on Arrear debt	% Collection rate on Arrear debt	Achieve 5% collection rate on Arrear debt	
	MFV&M 1.1.4/ Standard indicator		Financial viability of the municipality expressed as follows: A=B-C. D "A" represents debt coverage "B" represents total operating revenue received - "C" represents operating grants "D" represents debt service payments (i.e., interest +redemption) due within the financial	Financial viability in terms of outstanding service debtors to revenue	01:01
				Financial viability in terms of operating grants (Grant dependency)	60%
				Financial viability in terms of cost coverage	03:01

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Have a realistic budget in place and report regularly on progress	MFV&M 1.1.5	Submit 100% of Finance Monthly Reports to be Treasury. Submit Quarterly Reports to Council & post on website	No. of Finance reports submitted to Council & post on the website	Submit 4 finance reports to Council & post on the website
	MFV&M 1.1.6	Submit Section 72 reports to EXCO and Council	No. of Section 72 reports submitted to EXCO & Council	Submit 1 Section 72 reports to EXCO and Council
	MFV&M 1.2.1	Development, approval of Budget Process Plan: Development & adoption of final budget	Approval date of developed Budget Process Plan & final budget	Development & approval of Budget Process Plan by 31 of August 2023 and adoption of next financial year budget by 31 May 2024
	MFV&M 1.2.2	Review Budget Related Policies	Adoption date of reviewed Budget related policies.	Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2024
	MFV&M 1.2.3/ General Indicator	Efficient and economical spending on MIG Grant funding	% of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of IDP	Spend 100% of capital budget

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
		Submit SCM reports to Council (Deviations)	No. of deviations reports submitted to council	Submit 4 SCM Reports (deviations) to Council
Implement all the requirements of the SCM policy	MFV&M 1.3.1	Submit SCM reports to Council (Deviations)	No. of deviations reports submitted to council	Submit 4 SCM Reports (deviations) to Council
	MFV&M 1.3.2	Develop & submit Annual Procurement Plan	Submission date of developed Procurement plan	Develop & submit 2024/25 Annual Procurement Plan to Provincial Treasury by 30 June 2024
	MFV&M 1.3.4	Review assets to be disposed of list assets acquired and submit report to EXCO & Council	No. of reports on acquired assets & those identified for disposal.	Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council

KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT
IDP GOAL: SELF-SUSTAINABLE COMMUNITIES
BACK TO BASICS: PILLAR 1: BASIC SERVICES

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Poverty alleviation	LED 1.1.1 /General Indicator	Job opportunity creation	No. of jobs created through municipality's local economic development initiatives including capital projects (including EPWP)	Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)
	LED 1.1.2	Support household with input/equipment to alleviate poverty	No. of households supported to alleviate poverty & recover from covid 19.	Support 28 households with inputs /Equipment to alleviate poverty by 30 June 2024
Promotion SMMEs and Cooperatives' development	LED 1.2.1	Small contractor development in Level 1	No. of small contractors awarded	Development of 28 Small contractor in Level 1

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION
IDP GOAL: STRENGTHENED DEMOCRACY
BACK TO BASICS; PILLAR 2& 3 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Promote Inter-governmental Relations (IGR) and public participation	GG & PP 1.1.1	Attend IGR and Public Participation meetings	No. of District Technical coordinating forum (DMM's) meetings attended	Attend 4 District Technical Co-coordinating (DDM's) Forum meetings
	GG & PP 1.1.2	Coordination of OPERATION SUKUMA SAKHE	No. of LTT Meetings coordinated & reports submitted	Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.
			No. of Operation MBO organized with Service Providers	Coordinate 1 Operation MBO
	GG & PP 1.1.3	MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)	No. of reports submitted to EXCO & Council	Compile and submit 4 reports on the functionality of Thusong to EXCO and Council
	GG & PP 1.1.4	Coordinate Budget/IDP Mayoral Imbizo	Coordinating date of IDP/Budget Imbizo.	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2024
Ensure institutional integrity	GG & PP 1.2.1	Ensure the effective functioning of internal audit and risk management unit	Date. of approval Internal Audit Plan	Approval of Audit Plan by Audit Committee by 30 June 2024.
	GG & PP 1.2.2		Review date of Risk profile/ Register	Review Risk profile/ Register by 30 June 2024

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
	GG & PP 1.2.3		No. of Risk Management & Fraud Prevention Committee meetings coordinated.	Coordinate 4 Risk Management & Fraud Prevention committee meetings.
	GG & PP 1.2.4		No. of Audit Committee meetings coordinated	Coordinate 4 Audit Committee meetings.
	GG & PP 1.2.5	Improve on Audit Opinion	Type of opinion	Strive to Improve Audit opinion from Qualified with matters to Unqualified without matters.
Ensure a functional Ward committee structure.	GG&PP 1.3.1	Coordinate combined Ward Committee meetings.	No. of Combined Ward Committee meetings coordinated	Coordinate 2 combined Ward Committee meetings by 30 June 2024

KEY PERFORMANCE AREA 6: CROSS CUTTING ISSUES
IDP GOAL: CREDIBLE IDP
BACK TO BASICS: PILLAR 1 BASIC SERVICES

STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2023/24 YEAR TARGET
Develop and implement a credible IDP	CCI 1.1.1	Development & adoption of credible IDP	Adoption date of reviewed IDP	Coordinate the review & adoption of 2023- 27 IDP by 30 June 2024.
Ensure effective Land use management system and land administration to give effect to development and enhance revenue	CCI 1.2.1	Reviewed and adoption of uMshwathi Land use scheme	Adoption date of review & Land use scheme	Review and adoption of Land use scheme by 30 June 2024
Ensure development of strategies and programme for economic hubs to address social cohesion and economic viability	CCI 1.3.1	Facilitate development of Swayimani Local Area Plan	Facilitate development of Local Area Plan	Facilitate development & adoption of Swayimani Local Area Plan
	CCI 3.2.2	Coordinate and facilitate Thokozani extension Township establishment	Coordinate and facilitate of SPLUMA application.	Coordinate and facilitate Thokozani extension Township establishment
	CCI 3.2.4	Report on planning applications processed.	No. of report submitted to EXCO & Council	Submit 4 reports on Planning Applications received and processed to EXCO & Council