



**Knysna**

**Municipality Munisipaliteit uMasipala**

**inclusive · innovative · inspired**

**Annual Performance Report**

**2020/2021**

## **VISION**

inclusive... innovative... inspired...

## **MISSION**

Encouraging all members of society to participate in and support our governance structures. Maintaining cooperative and open partnerships with businesses, civil society, CBO's and other community structures to creating opportunities for dialogue.

Conserving and managing our natural resources through updating our IDP, SDF, zoning schemes, service master plans and other relevant activities.

Planning for the growth and development of quality municipal services to support our community.

Creating an enabling environment to foster development of our people and enabling them to contribute.

Supporting and encouraging the development of investment, business, and tourism and emerging industries.

## **VALUES**

Ethical conduct and leadership.

Honesty and integrity.

Customer centric responsiveness.

Transparent communications.

Managing resources responsibly.

Mutual respect.

Good governance.

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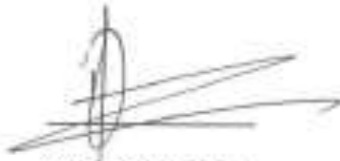
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## APPROVAL

I Dewid Adonis, Acting Municipal Manager of Knysna Local Municipality hereby confirms that this Annual Performance Report is a true reflection of all reported performance for the 2020/2021 financial year. I thus submit this report for audit to the Auditor General,



Name & Surname

31/08/2021  
Date

## INTRODUCTION

Municipal Performance Management is the process which measures the implementation of the Councils strategy as set out and approved in the Integrated Development Plan, hereafter referred to as the IDP. Performance management serves as a management tool to plan, monitor, and measure and review the impact of service delivery by the Municipality. As with most local government processes performance management is institutionalized by means of legislative and policy guidelines.

The report covers a specific financial year of the Five Year 2017/2022 IDP, the 2020/2021 reviewed IDP, which confirms six strategic objectives and its focus areas as:

- To improve and maintain current basic service delivery through specific infrastructural development projects
  - Focus areas
    - Sanitation
    - Electricity
    - Streets and Storm Water Management
    - Water Supply
    - Integrated Human Settlements
- To promote a safe and healthy environment through the protection of our natural resources
  - Focus areas
    - Environmental Conservation
    - Disaster management
- To create an enabling environment for social development and economic growth
  - Focus areas
    - Decent employment opportunities and job creation
    - Rural development
    - Youth development
    - Care for the elderly
    - Opportunities for women and people living with disability
    - HIV - Human Immunodeficiency Virus/Aids - Acquired Immune Deficiency Syndrome awareness
- To grow the revenue base of the municipality
  - Focus area
    - Sound Financial Planning
- To structure and manage the municipal administration to ensure efficient service delivery
  - Focus area
    - Institutional capacity building
- To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication
  - Focus areas
    - Ward committees System
    - Communication
    - Responsive and accountable system of Local Government

The 2020/2021 Annual Performance Report and Financial Statements provide the basis for the 2020/2021 Annual Report. Therefore, the Oversight Report as adopted by Council for the prior reporting period is taken into consideration during the drafting of the Annual Performance Report.

## PURPOSE

The 2020/2021 Annual Performance Report is submitted to Knysna Municipal Council in terms of the Local Government: Municipal Systems Act, No. 32 of 2000, section 46(1) & (2). This report reflects performance information for the period 01 July 2020 to 30 June 2021 with specific focus on implementation of the Service Delivery and Budget Implementation Plan (SDBIP), linked to the objectives entrenched as in the Municipality's Integrated Development Plan (IDP) for the year under review.

The report reflects the actual performance of the Municipality as measured against the performance indicators and targets set in the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2020/2021.

The format of the report will reflect Knysna Local Municipality's Key Performance Indicators (KPI's) per:

- Overall Performance of the organisation;
- Performance per Directorate;
- Performance per Strategic Objective; and
- Performance per Focus Area

Knysna Municipality is committed to enhancing the characteristics of a developmental state. The strategic objectives are linked to service areas and departmental objectives and the information were used to develop the following predetermined objectives (PDO) and align them with the municipal budget and performance management system.

The strategic objectives provide a framework for the development of more detailed strategies, interventions and projects. As part of the IDP review the five Strategic Focus Areas (SFA) comprising six Strategic Objectives (SO) and eighteen Focus Areas (FA) as initially introduced and approved in the 2017 - 2022 IDP and supported in the budget.

A fundamental aim of the strategic objectives is to create an enabling environment to achieve district, provincial and national objectives and provide a basis of aligning the Budget/ Medium Term Revenue and Expenditure Framework (MTREF) and Service Delivery and Budget Implementation Plan, hereafter referred to as the SDBIP, to the Council approved IDP. The table below depicts the alignment of the Strategic Objectives, Focus Areas, Performance indicators and Budget.

## LEGISLATIVE REQUIREMENTS

This 2020/2021 Annual Performance Report was compiled in compliance with the requirements of section 46(1) of the Local Government: Municipal Systems Act, No. 32 of 2000; stipulating the following:

- (1) *A municipality must prepare for each financial year an annual report consisting of -*
  - (a) *a performance report reflecting -*
    - (i) *the municipality's and any service provider's performance during that financial year, also in comparison with targets of and with performance in the previous financial year;*
    - (ii) *the development and service delivery priorities and the performance targets set by the municipality for the following financial year, and*
    - (iii) *measures that were or are to be taken to improve performance.*

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that *"A Municipality's Performance Management System entails a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players."*

Performance management is focussed on benefiting employees, the organisation, the community as well as external service providers.



## MUNICIPAL OVERVIEW

The Knysna Local Municipality is a B-municipality and forms part of the Garden Route District Municipality (GRDM) in the Western Cape (which also includes other Category B municipalities of: Bitou, George, Mossel Bay, Hessequa, Kannaland and Oudtshoorn). The area comprises of 11 wards with a population of 73 835 and a total of 1,059km<sup>2</sup> that stretches from Swartvlei in Sedgefield in the West to Brackenhill in the East.

Fed by the Knysna River, the 18km<sup>2</sup> Knysna Estuary is home to at least 200 species of fish and opens into the Indian Ocean between two towering sandstone cliffs known as The Heads – proclaimed by the British Royal Navy to be the most dangerous harbour entrance in the world.

It is one of the smallest municipalities of the seven that makes up the Garden Route District, accounting for only 5% of its geographical area. It has however the fourth largest economy in the Garden Route District and boasts good infrastructure and basic services. Adjacent municipalities include George Local Municipality to the North-West and Bitou Local Municipality to the East.



Figure 1 - Location of the Knysna Local Municipality

### SOCIO-ECONOMIC STATUS

TOTAL POPULATION		
2018/2019	2019/2020	2020/2021
76,150	76,930	74,979

Table 1 - Total Population

SOCIO-ECONOMIC STATUS				
YEAR	UNEMPLOYMENT RATE	PROPORTION OF WORKING AGE POPULATION IN LOW SKILLED EMPLOYMENT	GINI COEFFICIENT	ILLITERATE PEOPLE OLDER THAN 20 YEARS
2018/2019	19%	64.91	0.637	14.3%
2019/2020	20.3			
2020/2021	19,0%		0.64%	

Table 2 - Socio-Economic Status

HOUSEHOLDS	2018/2019	2019/2020	2020/2021
Number of households in municipal area	14,935		22,726
Number of registered indigent households in the greater municipal area			

Table 3 - Total Number of Households

## PERFORMANCE MANAGEMENT OVERVIEW

In order to improve performance planning, implementation, measurement and reporting, the Municipality implemented the following actions:

- An electronic performance management system which serves as a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.
- Workshops with Councilors and Directors on the Draft Service Delivery and Budget Implementation Plan, before submission to the Executive Mayor.

In Place	Performance Management Framework	Signed Section 56/57 performance agreements	Audit Committee	Municipal Public Accounts Committee	Quarterly Performance Reporting to Council	Mid-Year Reporting to Council	Annual Reporting to Council
	✓	✓	✓	✓	✓	✓	✓

**Table 4 - Performance Management Checklist**

## SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

MFMA Circular No. 13 of the Local Government: Municipal Finance Management Act, No. 53 of 2003 describes the SDBIP as follow -

*“The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.”*

Section 1 of the Local Government: Municipal Finance Management Act, No. 53 of 2003 defines the SDBIP as:

*“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:*

- (a) *projections for each month of –*
  - (i) *revenue to be collected, by source; and*
  - (ii) *operational and capital expenditure, by vote;*
- (b) *service delivery targets and performance indicators for each quarter”.*

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management. Once the top-layer targets are set, the top management is then expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager.

The organisational performance will be evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

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

KPI RESULT	CATEGORY	CALCULATION EXPLANATION
N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.
R	KPI Not Met	0% <= Actual/Target <= 66.999%
O	KPI Almost Met	67.000% <= Actual/Target <= 99.999%
G	KPI Met	Actual meets Target (Actual/Target = 100%)
G2	KPI Well Met	100.001% <= Actual/Target <= 132.999%
B	KPI Extremely Well Met	133.000% <= Actual/Target

**Table 5 - Performance Assessment Criteria**

### TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The municipal scorecard (Top Layer SDBIP) must consolidate service delivery targets set by Council / Senior Management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

Components of the top-layer SDBIP includes:

- One-year detailed plan, but should include a three-year capital plan
- The five necessary components include:
  - Monthly projections of revenue to be collected for each source
    - Expected revenue to be collected NOT billed
- Monthly projections of expenditure (operating and capital) and revenue for each vote
  - Section 71 format (Monthly budget statements)
- Quarterly projections of service delivery targets and performance indicators for each vote
  - Non-financial measurable performance objectives in the form of targets and indicators
  - Output NOT input / internal management objectives
  - Level and standard of service being provided to the community
- Ward information for expenditure and service delivery
- Detailed capital project plan broken down by ward over three years

### DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined Directorate. Unlike the Top Layer SDBIP, which reflects on the strategic priorities of the municipality, the Departmental SDBIP provides comprehensive detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It is compiled by senior managers for his/her directorate and consist of objectives, indicators and targets derived from the Municipality's annual service delivery and budget implementation plan and any annual business or services plan compiled for each directorate.

## 2020/2021 ORGANISATIONAL PERFORMANCE SCORECARD

Section 38 (a) of the Local Government: Systems Act, No. 32 of 2000 requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Each year, as required by Section 12 (1) of the Regulations to the Municipal Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

The municipal scorecard (Top Layer SDBIP), consolidates service delivery targets set by Council / Senior Management and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic objectives.

The following section reflects the annual performance of the Municipality's against planned targets versus actual performance:

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

Color	Category	Explanation
N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.
R	KPI Not Met	0% <= Actual/Target <= 74.999%
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%
G	KPI Met	Actual meets Target (Actual/Target = 100%)
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%
B	KPI Extremely Well Met	150.000% <= Actual/Target

The following graphs illustrates the Municipality's overall performance as per the SDBIP for the period 1 July 2020 to 30 June 2021.

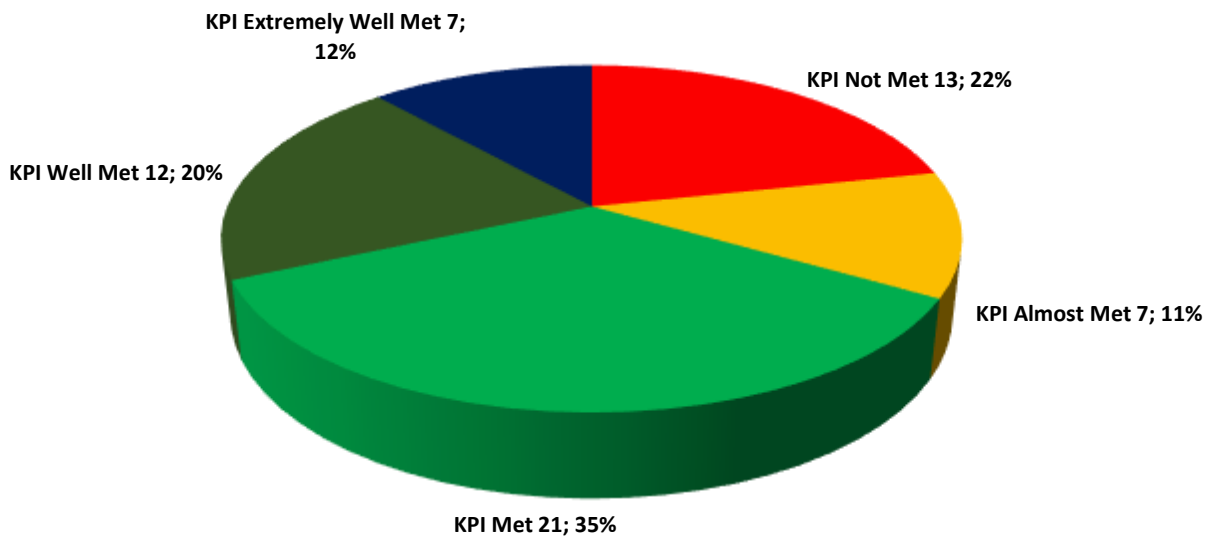


Figure 2 - Overall Performance as per the SDBIP

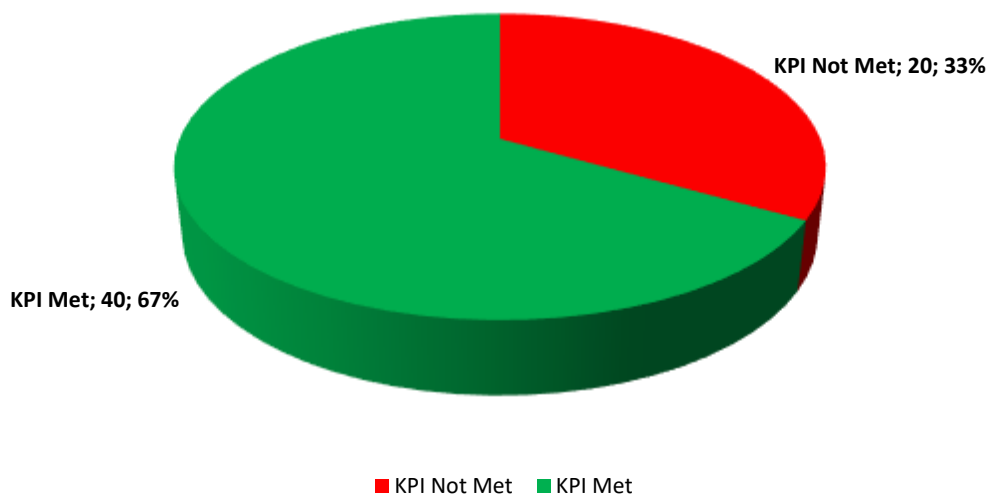


Figure 3 - Consolidated Performance as per the SDBIP

The following graph illustrates the overall performance per Directorate.

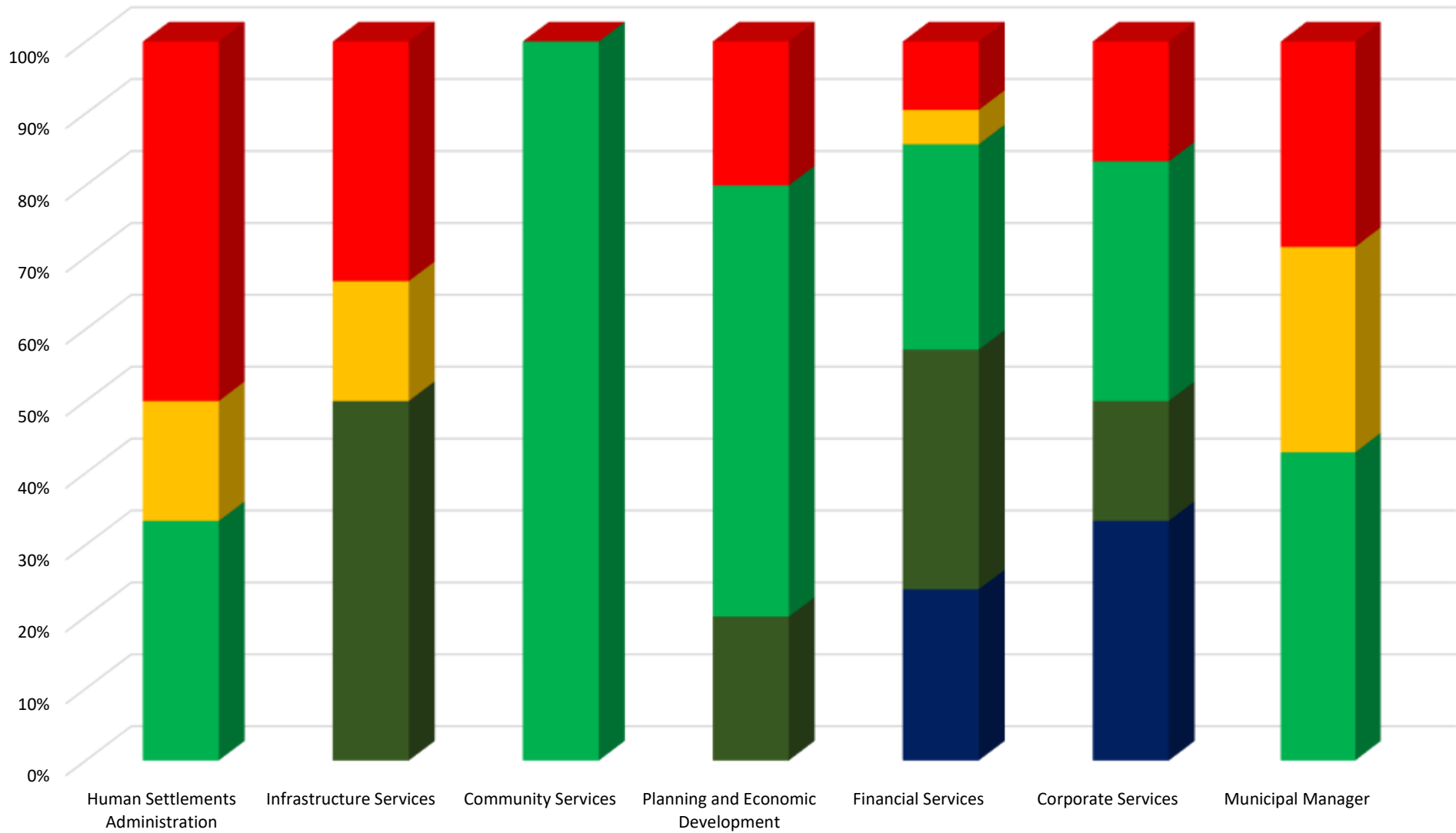


Figure 4 - Performance per Directorate

The following graph illustrates the overall performance per Focus Area.

For the 2020/2021 financial year, no KPI's were allocated/linked to Focus Areas 09, 10, 11, 12, 13 and 16

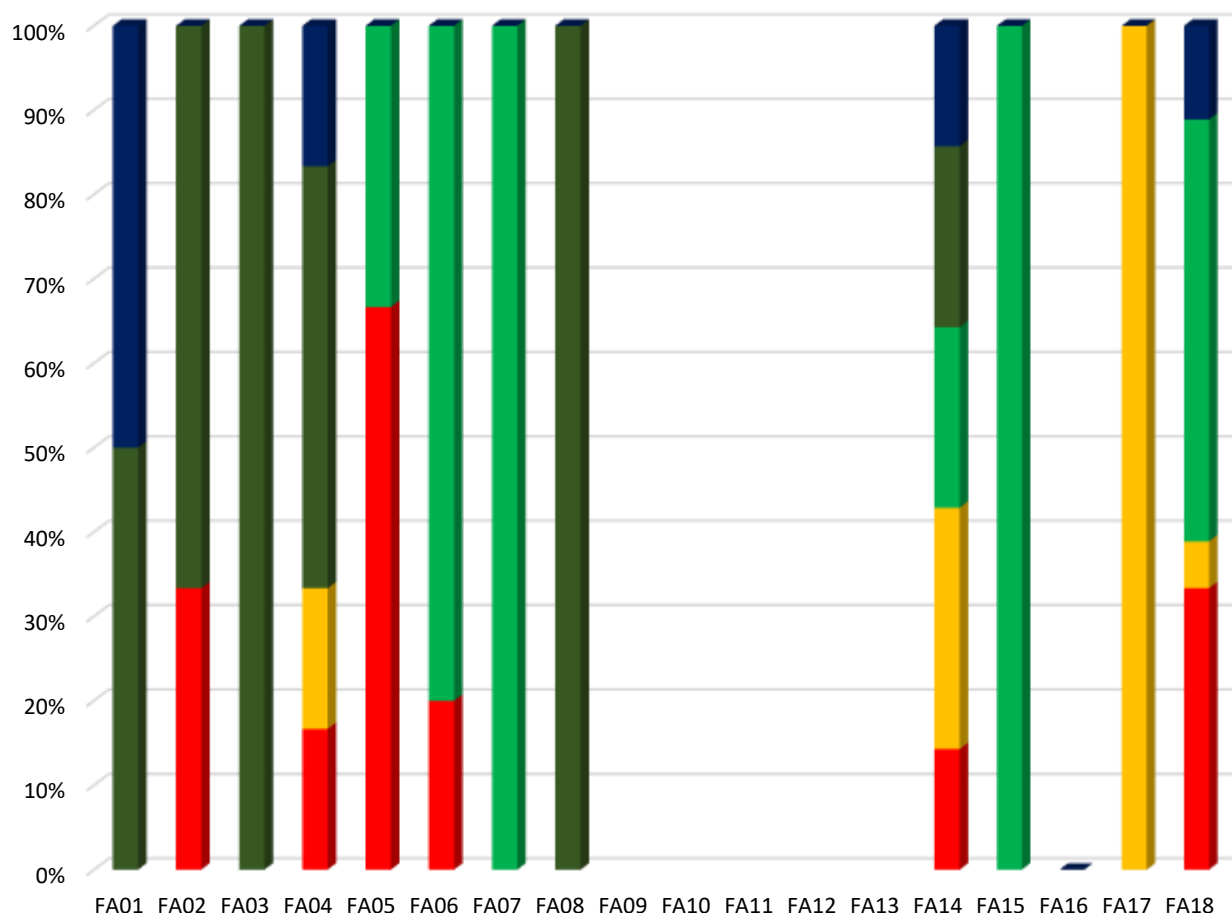


Figure 5 - Performance per Focus Area

Focus Area	Pre-determined Objective
FA01	Sanitation
FA02	Electricity
FA03	Streets and Storm Water Management
FA04	Water Supply
FA05	Integrated Human Settlements
FA06	Environmental Conservation
FA07	Disaster management
FA08	Decent employment opportunities and job creation
FA09	Rural development
FA10	Youth development
FA11	Care for the elderly
FA12	Opportunities for women and people living with disability
FA13	HIV/Aids awareness
FA14	Sound Financial Planning
FA15	Institutional capacity building
FA16	Ward committees System
FA17	Communication
FA18	Responsive and accountable system of Local Government

The following graph illustrates the overall performance per Strategic Objective.

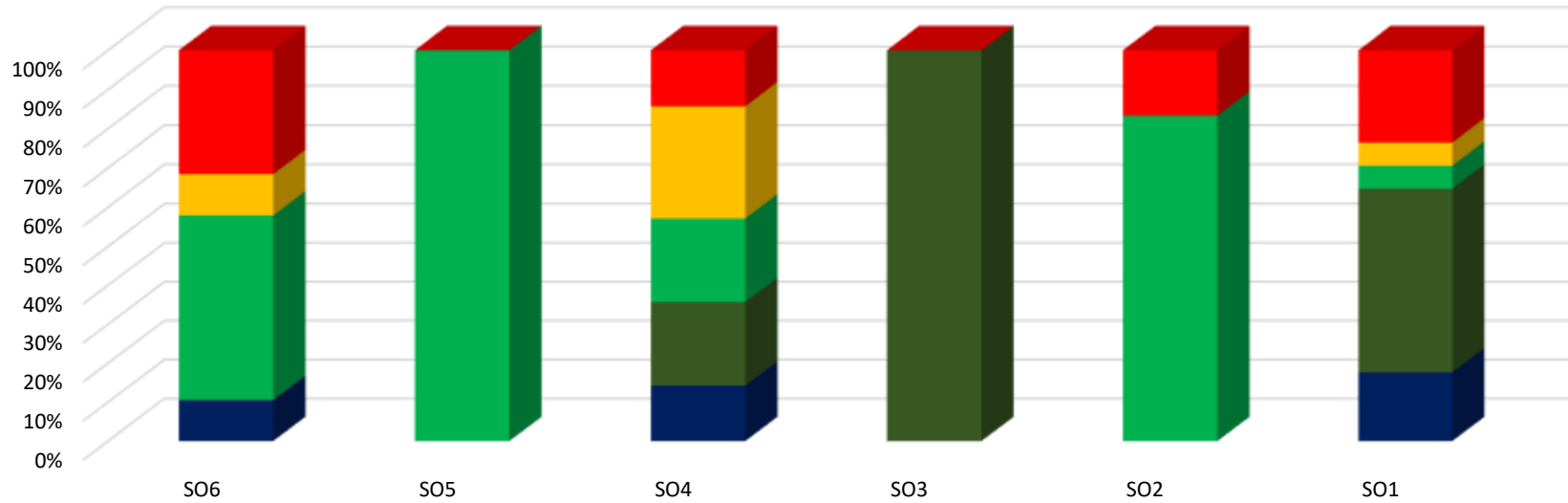


Figure 6 - Performance per Strategic Objective

SO1	SO2	SO3	SO4	SO5	SO6
To improve and maintain current basic service delivery through specific infrastructural development projects	To promote a safe and healthy environment through the protection of our natural resources	To create an enabling environment for social development and economic growth	To grow the revenue base of the municipality	To structure and manage the municipal administration to ensure efficient service delivery	To encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication



**The following organisational performance scorecards is an illustration of the overall performance per strategic objective and will follow in chronological order:**

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL21	Limit unaccounted water losses to less than 25%	Percentage water losses measured by 30 June	25%	25%	25%	25%	47.59%	R	Water purified (4,159,861 kl) less water sold (2,308,876 kl) equates to 1,979,761 kl or 47.59%.	Serious water loss management will be implemented. One of the measures is the activation of the prepaid water meters currently running at free flow.
TL22	Water and Sanitation capital spending measured by the percentage (%) of budget spent	Percentage (%) spent of approved water capital projects as per approved budget	90%	90%	90%	90%	81.92%	O	The total capital expenditure for Water and Sanitation for the 2020/2021 financial year equates to 81.92% [(Actuals: R 22,021,640 + R 44,320,590 = R 66,342,230) / (Final Budget: R 26,673,460 + R 54,313,267 = R 80,986,727) * 100]	Progress through the approved CPIP for the 2021/2022 financial year will be monitored to improve spending.
TL23	Municipal Streets and Stormwater capital spending measured by the percentage (%) of budget spent	Percentage (%) spent of approved Streets and Stormwater capital projects as approved budget	90%	90%	90%	90%	94.02%	G2	The total capital expenditure for Streets and Stormwater for the 2020/2021 financial year equates to 94.02% (Actual = R 27,236,312 / Final Budget = R 28,968,830 * 100)	Progress through the approved CPIP for the 2021/2022 financial year will be monitored to improve spending.
TL24	90% compliance to general standards with regard to waste water outflow by 30 June 2021	% compliance to general standards by 30 June 2021	90%	90%	90%	90%	90.45%	G2	Key performance indicator well met.	No corrective measure required.
TL25	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2021	% of water quality level by 30 June 2021	95%	95%	95%	95%	96.89%	G2	Key performance indicator well met.	No corrective measure required
TL26	Limit electricity losses to less than 10% by 30 June 2021 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated)x 100	% Electricity losses by 30 June 2021	10%	10%	10%	10%	11.33%	R	Actual units purchased (171,455,872) less units sold (152,028,056) resulted in a loss of 19,427,816 units or 11.33%	The appointment of the Senior Manager. Strategic Decisions must be made to establish the Revenue Protection team. Eskom bulk meters must be checked to ascertain the correctness of units bought. Ensure all municipal consumption are metered. Finance department must ensure that all credit meters

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
										are read correctly and timeously. The implementation of the Automation Meter Reading (AMR) system will assist in obtaining the correct readings.
TL30	Strategic acquisition of Land and Properties	Strategic land and property acquired	1	1	1	1	1	G	Key performance indicator met	No corrective measure required
TL34	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2021	15,461	15,461	15,461	15,461	15,802	G2	Key performance indicator well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL35	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2021	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2021	20,839	20,839	20,839	20,839	21,348	G2	Key performance indicator well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL36	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021	Number of residential properties which are billed for sewerage as at 30 June 2021	10,928	10,928	10,928	10,928	13,172	G2	Key performance indicator well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL37	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021	Number of residential properties which are billed for refuse removal as at 30 June 2021	14,043	14,043	14,043	14,043	16,227	G2	Key performance indicator well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL40	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2021	1,120	1,120	1,120	1,120	1,689	B	Key performance indicator extremely well met.	The KPI target for the 2021/2022 financial year will be reviewed.

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL41	Provide free basic electricity to indigent account holders connected to the municipal electrical infrastructure network	Number of indigent households receiving free basic electricity as at 30 June 2021	1,120	1,120	1,120	1,120	1,425	G2	Key performance indicator well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL42	Provide free basic sanitation to indigent account holders connected to the municipal sanitation infrastructure network	Number of indigent households receiving free basic sanitation as at 30 June 2021	1,120	1,120	1,120	1,120	1,689	B	Key performance indicator extremely well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL43	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2021	1,120	1,120	1,120	1,120	1,689	B	Key performance indicator extremely well met.	The KPI target for the 2021/2022 financial year will be reviewed.
TL59	Service Sites for future housing development through the programme on the Upgrading of Informal Settlements Plan (UISP) and Enhanced People's Housing Process (EPHP)	Number of sites serviced through the Human Settlements Development Grant (HSDG) programmes	156	156	156	156	39	R	39 Erven have been serviced in this financial year. The Contractor was not on site.	Remainder of sites to be serviced will be actioned in new financial year. Regular monthly meetings with contractor to be initiated to ensure project remains on track.
TL60	Construct and provide housing opportunities through the programme on Upgrading of Informal Settlements Plan (UISP); Enhanced People's Housing Process (EPHP); and Integrated Rural Development Program (IRDP)	Number of housing opportunities done through the Human Settlements Development Grant (HSDG) programmes	560	560	560	560	345	R	345 units were handed over for the 2020/2021 financial year. There was a breach of contract claimed which was filed in court by the contractor.	A settlement agreement needs to be reached with the contractor to prevent any form of dispute which may hinder or prevent the completion of project.

Table 6 - Performance Scorecard: Strategic Objective Number One

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL27	Review the Disaster Management Plan and submit to Council for the financial year under review	Disaster Management Plan reviewed and submitted to Council before the end of FY	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL31	Review the Report on the Rehabilitation of Landfill Sites by 30 June each year	Number of reviewed reports	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL53	Review of the Municipal Spatial Development Framework (SDF)	Reviewed SDF submitted to Council as part of the IDP review	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL54	Review and submit Draft Climate Change Strategy to Council	Number of Climate Change Strategies submitted to Council with IDP	1	1	1	1	0	R	The development of a strategy was a previous target. It became apparent from discussions with Province that a Climate Change Strategy would take years to develop and based on the discussions, it was determined that a Risk and Vulnerability Assessment first needed to be done. Hence the project was developed and included in the Departmental SDBIP for 2020/2021. This departmental level change should have been incorporated into the TL. The Climate Change Adaption Plan: Risk and Vulnerability Assessment served before a Planning and Development Committee meeting held on 30 June 2021.	The Climate Change Strategy will be broken down into different phases and each phase will be defined with a linked target to be achieved and included in the SDBIP.
TL55	Review of Planning By-law	Submit Planning By-law to Council by End June 2021	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL56	Develop/Review of Outdoor Advertising By-law	Submit Outdoor Advertising By-law to Council by End June 2021	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required

Table 7 - Performance Scorecard: Strategic Objective Number Two

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL52	The number of temporary jobs created through the municipality's local economic development EPWP projects, measured by the number of people temporary employed in the EPWP programmes for the period	Number of people temporary employed in the EPWP programs.	2,012	1,600	1,600	1,600	1,859	G2	Key performance indicator well met.	No corrective measure required

Table 8 - Performance Scorecard: Strategic Objective Number Three

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL12	Capital conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o Budget allocations		95%	95%	95%	88.0%	O	Actual capital conditional expenditure (R 44,947,618) as a percentage of budgeted expenditure (R 51,060,722) = 88.0%.  Of the Provincial Sport Grant for netball facilities in Karatara of R 600,000 and the Water Services Infrastructure Grant of R 5,073,913 received in March 2021, only R 431,523 could be spent by year-end. Excluding the spending on these grants, the spending percentage on the remaining capital grants amounted to 98.1%.	The unspent committed grant expenditure was rolled-over to the 2021/2022 financial year through the adjustments budget of 25 August 2021 approved by Council.
TL13	Operational conditional grant spending measured by the percentage (%) spent	Percentage (%) of the grant spent i.t.o Budget allocations		95%	95%	95%	79.87%	O	Actual conditional operating grant revenue of R 69,890,79 expensed as a percentage of budgeted revenue of R 87,505,751 equates to 79.87%  Of the unspent portion of R 17,614,959, an amount of R 14,973,826 of the Human Settlements grant was not expensed during the financial year.	Expenditure will be more closely monitored on a monthly basis, breaking down targets to monthly targets accumulating to the annual target.
TL17	The percentage of the municipality capital budget actually spent on capital projects by 30 June 2021 {(Actual amount spent on projects/Total amount budgeted for capital projects)X100} as approved in the Capital Budget as at 30 June 2021	% of municipality's capital budget spent on capital projects approved in the capital budget for the 2020/2021 financial year	90%	90%	90%	90%	84.40%	O	The total capital expenditure for the financial year equates to 84.4% (Actuals = R 138,559,605 / Final Budget = R 164,158,951 * 100 = 84.4%)	Compile a Capital Projects Implementation Plan (CPIP) for the 2021/2022 financial year to monitor procurement actions and actual spending against budget.
TL18	The percentage of a municipality's operating budget actually spent on implementing its workplace skills plan by 30 June 2021 {(Actual total	% of municipality's training budget actually spent on implementing its workplace skills plan as at 30 June 2021	90%	90%	90%	90%	100%	G2	Actuals (R 1,119,384) as a percentage of final budget (R 1,119,400) equates to 100.00%	No corrective measure required

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
	training expenditure divided by total training budget)x100}									
TL38	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy- MSA, Reg. S10(g)(ii))	Service debtors to revenue ratio-(total outstanding service debtors / revenue received for services) measured by 30 June	50%	50%	50%	50%	56.20%	G2	R 300,532,000 / R 535,212,398 = 56.2%.	No corrective measure required
TL39	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for bad debts, Impairment and Loss on disposal of assets	1,1	1.1	1.1	1.1	0.54	R	(R 27,541,112 - R 7,539,445 + R 14,789,249 = R 34,790,916) / (R 775,006,411 / 12) = 0.54 months.	Cash needs to increase through improved revenue collection actions and the expansion of the municipality's tax base.
TL44	Compliance with GRAP to ensure effective capital asset management (PPE; Intangible; Investment Property, Biological and Heritage Assets)	Submit GRAP compliant asset register to Auditor-General by 31 August	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL45	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy- MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	15	15	15	15	15.05	R	(R 953,095,103 – R 173,356,140 = R 779,738,963) / (R 21,047,629 + R 30,778,133 = R 51,825,762) = 15.05	The KPI target for the 2021/2022 financial year will be reviewed.
TL46	Sound financial management by maintaining an acceptable Liquidity Ratio	Liquidity: Current Ratio, Calculated as (Current Assets / Current Liabilities	1.2	1.2	1.2	1.2	1.22	G2	Current Assets (R 282,676,569) / Current Liabilities (R 232,077,186) = 1.22	Cash needs to increase through improved revenue collection actions and the expansion of the municipality's tax base.



Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL47	Financial viability measured in terms of the collection period,( average number of days) as at 30 June 2021, ((Gross Debtors - Bad Debt Provision) / Billed Revenue) Æ- 365	Debtors ratio in number of days	80	80	80	80	75.69	B	(R 300,532,000 - R 195,806,910 = R 104,725,090) / R 505,021,370 x 365 days = 75.69 days	Improved revenue collection actions and more bad debt provision to reduce the debtors' day ratio.
TL48	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	90%	90%	90%	90%	88.50%	O	[Gross Debtors Opening Balance (R 268,717,910) + Billed Revenue (R 505,021,370) - Gross Debtors Closing Balance (R 325,824,188) - Bad Debts Written Off (R 968,589)] / Billed Revenue (R 505,021,370) x 100 = 88.50%	Improved revenue collection actions to reduce the gross outstanding debtors' amount.
TL49	Review Long Term Financial Plan and submit to Council by 31 March 2021	Number of Developed / Reviewed Long Term Financial Plan submitted to Council by 31 March 2021	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL50	Financial statements submitted to AG by 31 August	Financial statements submitted to Auditor General	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL51	Financial viability measured in terms of number of days taken for creditors to be paid Trade creditors outstanding/creditors purchases(operating and capital)x265	Number of days to pay creditors	50	50	50	50	49.13	B	R 78,952,046 / R 586,597,152 x 365 = 49.13 days	No corrective measure required

Table 9 - Performance Scorecard: Strategic Objective Number Four

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL3	The number of people from EE target groups employed in three highest levels of management which comply with the Employment Equity Plan, measured by the number of people from employment equity target groups employed (newly appointed) in the three highest	Report on the number of appointments made in the three highest levels of management in compliance with the approved Employment Equity Plan	0	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL19	Submit the Workplace Skills Plan to the LGSETA by 30 April 2021	Workplace Skills Plan submitted to the LGSETA by 30 April 2021	1	1	1	1	1	G	Key performance indicator met	No corrective measure required
TL57	Develop and submit the 2019/2020 Annual Performance Report (APR) to the Auditor-General of South Africa (AGSA) by August	Number of APR's submitted to the AGSA by end August	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required

Table 10 - Performance Scorecard: Strategic Objective Number Five

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL1	Number of Council meetings held	Number of council meetings held per annum	0	10	10	10	17	B	Key performance indicator extremely well met.	No corrective measure required
TL2	Number of Council Portfolio committee meetings held	Number of Section 80 committee meetings held per annum	New KPI	25	25	25	41	B	Key performance indicator extremely well met.	No corrective measure required
TL4	Submit to the Mayor a draft SDBIP by no later than 14 days after the approval of the annual budget in terms of the Local Government: Municipal Finance Management Act, No. 56 of 2002	Top Layer SDBIP approved within 28 days after the Main Budget has been approved	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL5	Number of signed performance agreements by the MM and Section 56 managers	Number of signed performance agreements of Section 54A and 56 managers within one month after the beginning of the new financial year.	7	7	7	7	6	O	The performance agreements of Directors (excluding Acting Director: IHS) were signed and presented to Council.	Use Ignite Compliance Assist to monitor compliance with legislation.
TL6	Conduct scheduled performance evaluation of Section 56 managers in line with signed performance agreements.	Number of formal evaluations completed for Section 56 employee	12	12	12	12	4	R	The 2020/2021 Mid-Year Performance Evaluation took place on Friday, 28 May 2021 via Microsoft TEAMS. The review conducted was of the Directors: Infrastructure Services and Corporate, the Acting Directors: Financial Services and Human Settlements Administration. The review of the Acting Director: Community Services will be concluded at a later stage as the Director was on annual leave at this time, no review was conducted for the Director: Planning & Economic Development because no KPI's were due for the review period. Final and Annual Performance Evaluation is scheduled for September 2021.	The Manager: IDP/PMS needs to schedule well in advance the performance evaluations to be executed by the Executive Mayor and Municipal Manager in terms of their signed performance agreements.
TL7	Risk based audit plan submitted to Audit Committee for approval by end-March 2021	Risk based audit plan submitted by end March 2021	1	1	1	1	0	R	Risk Based Audit Plan was not submitted to the Audit Committee.	To be submitted to the Audit Committee in July 2021.

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
TL8	Functional performance audit committee measured by means of meetings where committee dealt with performance reports	Number of meetings	2	2	2	2	0	R	Two Ordinary Audit Committee meetings took place, respectively on 20 October 2020 and 23 March 2021, however, no performance management-related reports served before the committee.	Performance management-related reports will be submitted to the Audit Committee in the 2021/2022 financial year.
TL9	Submit the IDP/Budget Time Schedule to Council for approval by 31 August 2020	IDP/Budget Time schedule submitted to Council	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL10	Ensure IDP is reviewed and presented to Council for consideration before start of new FY	IDP approved by before start of new FY	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL11	Develop and submit quarterly section 52 report of following quarter to scheduled Council meetings for consideration	Section 52(d) report submitted to Council	4	4	4	4	4	G	Key performance indicator met.	No corrective measure required
TL14	Review and prioritisation of risk register for submission to the Risk Management Committee by February 2020	Reviewed and prioritised risk register by February	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL15	Compliance with all the relevant legislation tested annually	Zero (0) findings in the Auditor General's report on material non-compliance with laws and regulations	0	0	0	0	3	R	The following non-compliance findings were made by the AG: - Material misstatements in the AFS (Section 122 of the MFMA); - Mid-Year Performance Report not submitted in time (Section 72); and - Material irregular expenditure misstatements (Section 62).	Use Ignite Compliance Assist to monitor compliance with legislation.  Compile a year-end plan for the compilation of the 2020/2021 AFS.
TL16	Develop and submit the Section 46 Report and Oversight Report to Council in terms of the Local Government: Municipal Systems Act, No. 32 of 2000	Section 46 Report and Oversight Report submitted to Council	2	2	2	2	2	G	Key performance indicator met.	No corrective measure required
TL20	Report on a quarterly basis to Council on status of Council owned properties for the FY under review	# of scheduled reports to Council on status of council owned properties	4	4	4	4	1	R	Legal Services only reported once on leases and alienated Council properties. The report submitted to	The KPI target for the 2021/2022 financial year will be reviewed.

Ref	KPI Name / Unit of Measure	Description of KPI and Unit of Measure	Previous Year Actual Performance	Overall Performance 2020/2021					Performance Comments	Improvement Measures
				Original Annual Target	Revised Target	Target	Actual	Result		
									Council dealt with the status of municipal owned properties.	
TL28	Review Human Settlements Master Plan and submit to the Portfolio Committee by 30 June 2021	Reviewed Human Settlements Master Plan submitted to the Portfolio Committee by 30 June 2021	1	1	1	1	0	R	The Reviewed Human Settlements Master Plan was not submitted to the Portfolio Committee by 30 June 2021.	A Reviewed Human Settlements Master Plan will be submitted to the Portfolio Committee in the 2021/2022 financial year.
TL29	Formulate and annual review of Integrated Human Settlement Plan for Council consideration	Submit reviewed Integrated Human Settlement Plan to Council for consideration	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL32	The main budget is approved by Council by the legislative deadline	Submit Main Budget before the end of June for Council consideration	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL33	The adjustment budget is considered by Council by the legislative deadline	Submit Adjustments Budget before the end of February for Council approval	1	1	1	1	1	G	Key performance indicator met.	No corrective measure required
TL58	Facilitate four Housing Imbizo's in the Greater Knysna Municipal Area on the human settlements pipeline for the financial year	Number of Housing Imbizo's held	4	4	4	4	3	O	Imbizos Held in different wards. COVID prevented the roll-out of remaining Imbizo	A scheduled program of planned Imbizos to be developed and rolled out.

Table 11 - Performance Scorecard: Strategic Objective Number Six